



Sarah Baartman

DISTRICT MUNICIPALITY
Province of the Eastern Cape

progress through development

Medium-Term Budget

2017/18 - 2019/20

PART 1

ANNUAL BUDGET

CHAPTER 1



Mayor's Report

EXECUTIVE MAYOR'S BUDGET SPEECH

(Will be included in the Budget Book which will be made public and submitted to National and Provincial Treasury after approval by Council 24 May 2017)

CHAPTER 2



Resolutions

CHAPTER 2

RESOLUTIONS

Capital Budget

IT IS RECOMMENDED

That the annual capital budget of R1.012 million for the year 2017/2018 and the estimates for the two projected outer years 2018/2019 and 2019/2020 for the Sarah Baartman District Municipality are approved as set out in the following schedules:

- Capital budget by vote (Annexure “E”)

Operating Budget

IT IS RECOMMENDED

That the annual Operating Revenue of R130.4 million and the Operating Expenditure of R130.4 million for the Sarah Baartman District Municipality for the financial year 2017/2018, and the indicatives for the projected medium term period 2018/2019 and 2019/2020 be approved as set out in the following attachments:

The total operating budget by vote for the departments as reflected on Table A3

That the supporting information contained in the 2017/2018 – 2019/2020 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

Tariffs

IT IS RECOMMENDED

That the tariffs and charges as tabled in the Council agenda in Annexure “F” be approved for the 2017/2018 financial year.

Service Level Standards

IT IS RECOMMENDED

That the Service Level Standard for 2017/18 Medium Term Revenue Expenditure Framework be adopted

Budget Related Policies

IT IS RECOMMENDED

That the revised and updated Budget Related Policies detailed below, circulated under separate cover be approved:

- Budget policy;
- Banking and Investment Policy;
- Supply Chain Management Policy;
- Virement Policy;
- Credit Control and Debt Collection Policy;
- Revenue By-laws;
- Tariff Policy;
- Sundry Financial Policies;
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management;
- Petty Cash Policy;
- Asset Management Policy; and
- Enterprise Risk Management Policy

Cacadu District Development Agency

IT IS RECOMMENDED

That the annual capital budget of R50 000 for the year 2017/2018 and the estimates for the two projected outer years 2018/2019 and 2019/2020 for the Cacadu District Development Agency be approved.

That the annual Operating Revenue of R8.46 million and the Operating Expenditure of R8.41 million for the Cacadu District Development Agency for the financial year 2017/2018, and the indicatives for the projected medium term period 2018/2019 and 2019/2020 be approved.

The total capital and operating budget by source / type as reflected on Table D2

That the supporting information contained in the 2017/2018 – 2019/2020 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

CHAPTER 3



Executive Summary

CHAPTER 3

EXECUTIVE SUMMARY

The Sarah Baartman District Municipality's projected overall spending envelope for the 2017/2018 Medium Term Budget (MTB) amounts to R130.46 million. Approximately R1 million will be invested in the office building infrastructure, vehicles, furniture and equipment.

The 2017/2018 MTREF has been prepared within the context of a fragile global economy, taking into account the implications of the rising inflation rates and the slow growth in the gross domestic product.

Within the fragile global economic environment and the local low-growth scenario, it is expected that the Sarah Baartman District Municipality's revenue base will be adversely affected. The Sarah Baartman District Municipality has also seen a slow increase in its revenue base in terms of the Levy Replacement Grant. The demarcation process whereby the District Management Areas (DMA) was incorporated in the local municipal areas has adversely impacted on the SBDM's revenue base as well. The DORA then reflected a decrease in Equitable Share revenue but is steadily increasing. The Levy Replacement Grant increased marginally from R60.6 million in the 2016/2017 to R62.2 million in the 2017/2018 financial year which creates a challenge for SBDM to perform its legal mandate together with ensuring financial sustainability in the short and medium term.

The impact of these revenue slow growth in comparison to the consumer price index increases have forced the municipality to use greater amounts of its accumulated surplus impacting negatively on its financial sustainability in the medium term. It therefore means that more should be done with less, without compromising on essential programmes or services.

In the MFMA Circular No 86, the National Treasury reminded municipalities once again of all the previous Budget Circulars' issued and highlighted important factors to consider when preparing the current 2017/2018 Medium Term Budget (MTB). These highlights were as follows:

In the MFMA Circular No 54, the National Treasury provided some guidelines, taking into account the ongoing constraints on the revenue side, municipalities are made aware that tough decisions will have to be made on the expenditure side and that priority ought to be given to:

- Ensuring that drinking water meets the required quality standards at all times;
- Protecting the poor from the worst impacts of the slow recovery in the labour market;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Expediting spending on capital projects that are funded by conditional grants.

National Treasury then advised municipalities to pay special attention to Circular 58 with Circular 66 as follow up, which classifies the following as unnecessary expenditure that needs to be eliminated:

- Excessive sponsorship of music festivals, sporting events, including ticket purchases for Cllrs and officials
- Excessive catering for meetings and other events
- Arranging workshops and events at expensive private venues
- Excessive printing costs
- Luxurious office accommodation and furnishings
- Foreign travel
- Cllr and staff perks such as mayoral cars, notebooks, travel allowances, etc
- Excessive staff in the office of the mayor, i.e. spokespersons and political advisors
- Donations not made in terms of indigent policy
- Costs associated with long-standing staff suspensions
- The use of consultants to perform routine management tasks and
- Payment of excessive fees to consultants

National Treasury then issued Circular 74 to remind municipalities of the implication of all previous Circulars issued.

Accordingly, the Sarah Baartman District Municipality's 2017/2018 MTB was guided by the following principles:

- Producing a credible balanced budget;
- Maintaining fiscal stability and financial sustainability;
- Maintaining the commitment to deliver quality services;
- Collectively managing the costs down;
- Identifying alternative funding;
- Reviewing all Sarah Baartman District Municipality's services and programmes for operational efficiencies to improve service levels and delivery;
- Ongoing costs should be funded with ongoing revenues by aligning recurring expenditures with recurring revenues, on a level that can be reasonably sustained and reduce reliance on one-time funding;
- Further managing down general expenditure and contracted services. The choice of a service provider should be based on which service provider can provide the service most effectively at the lowest cost; and
- Maintaining all assets at a level adequate to protect the capital investment and minimise future maintenance and replacement cost.

In addressing the budget pressures, the Sarah Baartman District Municipality will continue to implement cost containment measures, mainly by scrutinizing discretionary items, not limited to the following:

- Scaling down the cost of consulting services;
- Paying bills on time so that no late charges are incurred;
- Limiting printing, e.g. budget book, IDP, financial statements and other publications;
- Managing overtime;
- Managing breakaways;

- Managing IT costs (no unnecessary purchases of new laptops, computers, printers, etc);
- Delaying conferences and seminars;
- Re-negotiating some of the contracts where necessary; and
- Limiting purchasing of furniture

In Budget Circular 86, National Treasury requires the municipality to report on cost containment measures as National Treasury will be monitoring the implementation thereof. Based on this requirement, specific cost containment measures were identified to reduce the following categories of expenditure as follows:

Cost item	Cost containment measure
Catering	Limit catering to specific Inter Governmental Relation meetings only
Printing and Stationery	Introduction of stores for all consumables; Move to electronic Agendas; Centralise printing (one printer per floor)
Advertising	Plan advertisements of bids and vacancies - more than 1 bid per advert / more than 1 vacancy per advert
Audit fees	Make all information available for Auditor General based on Prior Year Requests For Information to reduce audit fees
Post-employment medical benefits	Consider offering settlements to members
Vehicles costs (fuel and oil, repairs and maintenance)	Centralise fleet - fleet officer identified / appointed
Publications	Limit number of publications (meet need); use social media more effectively
Electricity	Assess usage and introduce efficiencies in usage
Annual Report	Limit number of copies
Congress and visits	Review Travel and Subsistence Policy; Limit travelling to high priority meetings
Capital items	Review Asset Management Policy to identify timing of replacement of assets and consequences for damage / loss of assets; Employee to have either a laptop or a desktop (not both) based on job requirements

The municipality has also established a Lobby Team to assist in generating additional revenue for the municipality through accessing grants from National and Provincial Government. The intention is to assist the local municipalities in addressing key issues identified through their consultative processes which the local municipalities are not in position to implement in the 2017/18 budget year due to limited resources. The additional revenue to the municipality would be received through the raising of input value added taxation as revenue as well as a management fee.

The financial position of the Sarah Baartman District Municipality is still strong. The Sarah Baartman District Municipality achieved unqualified audit reports for nine continuous years, reflecting the drive towards financial management excellence in the Sarah Baartman District Municipality. In the 2015/2016 financial year the Sarah Baartman District Municipality achieved a spending of R133 million of the total capital and operating budget. The overall forecasted financial performance results for the 2016/2017 year however, reflects an expected total operating expenditure (including project expenditure) amounting to R132.7 million and a calculated operating deficit of R23.9 million.

The Sarah Baartman District Municipality's IDP is the primary point of reference for the MTB. In turn, the IDP is influenced by the support needs in the District. The aim is to align the financial resources to the Sarah Baartman District Municipality's strategy and priorities, as well as continuously looking for efficiencies in all activities and programmes.

The 2017/2018 MTB will assist in addressing the following key IDP priorities:

- Good Governance and Public Participation
- Institutional Transformation
- Financial Viability and Management
- Infrastructure and Basic Services
- Local Economic Development

The Sarah Baartman District Municipality will therefore focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate;
- Ensuring that service providers use labour intensive approaches;
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programme.
- Implementing intern programmes to provide young people with on-the-job training.

The challenge for all municipalities in South Africa is to support these government initiatives and to do more within the existing resource envelope.

CHAPTER 4



Annual Budget Tables

CHAPTER 4

ANNUAL BUDGET TABLES

The Sarah Baartman District Municipality's projected overall spending envelope for the 2017/2018 MTREF amounts to R130.4 million. Approximately R1 million will be invested in the office building infrastructure, furniture and equipment items.

Operating Budget

The Sarah Baartman District Municipality presents an Operating Revenue Budget of R130.4 million for the 2017/2018 financial year. This estimate represents a decrease of 20% on the adjusted revenue budget of the 2016/2017 financial year. The decrease is predominantly due to the reduction in Conditional Grants allocated for projects, the prudent budgeting method to ensure financial sustainability and the phased in approach of the development facilitation role of the municipality emphasized through the Strategic Plan. The decrease in Conditional Grants allocated for projects adversely affects the amount of Interest revenue that can be generated.

The table below sets out the medium-term revenue and expenditure budget for the 2017/2018 – 2019/20 financial years.

Details	Forecast Budget 2016/2017 Rm	Budget 2017/2018 Rm	Estimate 2018/2019 Rm	Estimate 2019/2020 Rm
Revenue	108.8	130.4	125.5	121.9
Expenditure	132.7	130.4	125.5	121.9
Surplus (Deficit)	(23.9)	-	-	-

The operating expenditure includes a substantial amount in respect of projects and support programmes summarized below and more fully detailed in Annexure "A".

The Sarah Baartman District Municipality is projecting a balanced budget for 2017/18, 2018/2019 and 2019/2020. Should any surpluses be realized, these will be applied towards the capital infrastructure investment. The municipality's projects and programmes are summarised below.

Projects and Programmes	R'm
Economic Development	6.5
Infrastructure Services and Planning	35.4
Municipal Manager's office	2.4
Finance and Corporate Services	1.8
Total	46.1

Financing of Projects & Programmes

Funding Sources	R'm
GRANTS: NATIONAL	3.5
DISCRETIONARY REVENUE	32.1
ACCUMULATED SURPLUS	10.0
SUNDRY CREDITORS	0.5
TOTAL	46.1

Revenue

The increase of 20% in revenue is mainly as a result of the forecasted under-spending on projects funded from Accumulated Surplus in the 2016/17 financial year. Should the spending be in line with the Adjusted Budgeted revenue, it would have resulted in a decrease of 2%. The depletion of conditional grants is also a contributing factor.

Tariffs

For the 2017/2018 year the tariffs will increase by approximately 6%

Expenditure

The actual approved budget for 2016/17 financial year including project expenditure amounted to R162.3 million. The new forecast for the period is R132.7 million which represents a decrease of 18%. This is mainly due to under-spending on project expenditure.

The 2017/2018 budget has been prepared on the basis of budget constraints. However, it is acknowledged that Sarah Baartman District Municipality still needs to fund programmes and continue to invest in its infrastructure projects and support programmes to ensure that service delivery is maintained and remain responsive to the community's needs.

Sarah Baartman District Municipality's budgeted balance sheet shows a continuation of a strong financial position. However, the greater utilization of Accumulated Surplus to finance operating expenditure will adversely affect the financial sustainability in the medium term.

Cash Position

The cash position is expected to decline in the current financial year primarily because Sarah Baartman District Municipality has less conditional grant income at its disposal, a decline in revenue and projects being funded from Accumulated Surplus. This will result in a decline in the Accumulated Surplus and interest earnings.

Table A1 - Budget Summary

1. Table A1 is a budget summary and provides a concise overview of Sarah Baartman District Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminate basic service delivery backlogs.
3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which are;
 - Internally generated funds from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years.

DC10 Sarah Baartman - Table A1 Consolidated Budget Summary

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
	R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	14,767	17,262	18,055	14,000	18,375	18,375	-	18,000	17,000	16,000
Transfers recognised - operational	97,390	89,384	95,432	86,525	88,325	88,325	-	89,310	94,649	94,497
Other own revenue	29,264	2,773	14,325	42,223	55,637	2,062	-	23,044	13,866	11,392
Total Revenue (excluding capital transfers and contributions)	141,421	109,419	127,812	142,748	162,337	108,763	-	130,354	125,515	121,889
Employee costs	38,217	34,843	38,545	46,963	46,963	38,390	-	47,957	50,520	53,188
Remuneration of councillors	6,164	6,407	6,636	7,314	7,314	6,375	-	7,644	8,095	8,564
Depreciation & asset impairment	1,399	1,462	1,731	1,680	1,680	1,680	-	2,109	2,233	2,364
Finance charges	-	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-	-
Transfers and grants	28,927	22,488	27,807	27,011	29,011	29,011	-	27,985	19,439	20,195
Other expenditure	62,316	51,858	57,198	59,780	77,369	57,217	-	44,659	45,229	37,578
Total Expenditure	137,022	117,058	131,916	142,748	162,337	132,673	-	130,354	125,515	121,889
Surplus/(Deficit)	4,400	(7,639)	(4,105)	-	-	(23,911)	-	-	-	-
Transfers and subsidies - capital (monetary allocations)	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	4,400	(7,639)	(4,105)	-	-	(23,911)	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	4,400	(7,639)	(4,105)	-	-	(23,911)	-	-	-	-
Capital expenditure & funds sources										
Capital expenditure	2,746	1,058	550	3,863	3,906	-	-	-	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-	-
Total sources of capital funds	-	-	-	-	-	-	-	-	-	-
Financial position										
Total current assets	258,078	258,780	240,925	180,466	180,466	209,294	-	187,650	175,267	165,431
Total non current assets	88,685	86,241	85,447	95,490	95,490	-	-	-	-	-
Total current liabilities	36,150	42,233	30,086	24,312	24,312	-	-	-	-	-
Total non current liabilities	58,969	62,513	60,116	58,405	58,405	-	-	-	-	-
Community wealth/Equity	251,644	240,274	236,169	193,240	193,283	-	-	-	-	-
Cash flows										
Net cash from (used) operating	7,302	6,392	(15,746)	1,680	1,680	108,763	-	2,109	2,232	2,364
Net cash from (used) investing	(2,920)	(961)	(2,040)	(3,863)	(3,906)	-	-	(1,012)	-	-
Net cash from (used) financing	34,229	(49,923)	32,006	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	129,434	83,985	98,205	96,022	(2,226)	108,763	-	99,302	101,534	103,898
Cash backing/surplus reconciliation										
Cash and Investments available	254,434	254,985	233,205	180,466	180,466	209,294	-	187,650	175,267	165,431
Application of cash and Investments	28,088	35,410	21,836	19,818	19,862	-	-	-	-	-
Balance - surplus (shortfall)	226,346	219,575	211,368	160,648	160,604	209,294	-	187,650	175,267	165,431
Asset management										
Asset register summary (WDV)	-	-	-	-	-	-	-	-	-	-
Depreciation	1,399	1,462	1,731	1,680	1,680	1,680	2,109	2,109	2,233	2,364
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	640	475	627	2,100	2,100	495	631	631	670	710
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand											
REVENUE ITEMS:											
Property rates	6										
Total Property Rates											
less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)											
Net Property Rates		-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	5										
Total Service charges - electricity revenue											
less Revenue Foregone (in excess of 50 kwh per indigent household per month)											
less Cost of Free Basic Services (50 kwh per Indigent household per month)		-	-	-	-	-	-	-	-	-	-
Net Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	6										
Total Service charges - water revenue											
less Revenue Foregone (in excess of 6 kilolitres per Indigent household per month)											
less Cost of Free Basic Services (6 kilolitres per Indigent household per month)		-	-	-	-	-	-	-	-	-	-
Net Service charges - water revenue		-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue											
Total Service charges - sanitation revenue											
less Revenue Foregone (in excess of free sanitation service to Indigent households)											
less Cost of Free Basic Services (free sanitation service to Indigent households)		-	-	-	-	-	-	-	-	-	-
Net Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	6										
Total refuse removal revenue											
Total landfill revenue											
less Revenue Foregone (in excess of one removal a week to Indigent households)											
less Cost of Free Basic Services (removed once a week to Indigent households)		-	-	-	-	-	-	-	-	-	-
Net Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-
Other Revenue by source											
Fuel Levy											
Other Revenue		28,172	1,523	12,884	40,878	54,292	717		21,844	12,383	9,836
Total 'Other' Revenue	3	28,172	1,523	12,884	40,878	54,292	717	-	21,844	12,383	9,836
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	27,406	18,059	24,173	32,688	32,688	27,344		34,170	36,185	38,284
Pension and UIF Contributions		2,228	2,480	1,867	2,372	2,372	1,640		2,218	2,348	2,485
Medical Aid Contributions		4,491	9,587	6,742	6,537	6,537	5,088		6,201	6,301	6,405
Overtime		336	-	-	-	-	247				
Performance Bonus		556	973	965	1,679	1,679	1,117		1,290	1,366	1,445
Motor Vehicle Allowance		1,735	1,544	2,919	2,459	2,459	1,664		1,566	1,658	1,755
Cellphone Allowance		160	169	370	169	169	159		161	193	204
Housing Allowances		96	393	124	234	234	213		223	237	251
Other benefits and allowances		1,111	1,638	1,385	825	825	918		2,109	2,232	2,360
Payments in lieu of leave		-	-	-	-	-	-		-	-	-
Long service awards		-	-	-	-	-	-		-	-	-
Post-retirement benefit obligations	4	-	-	-	-	-	-		-	-	-
sub-total	5	38,217	34,843	38,545	46,983	46,983	38,390	-	47,957	50,520	53,188
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	38,217	34,843	38,545	46,983	46,983	38,390	-	47,957	50,520	53,188
Contributions recognised - capital											
<i>List contributions by contract</i>											
Total Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-

Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		1,399	1,462	1,731	1,680	1,680	1,680		2,109	2,233	2,364
Lease amortisation											
Capital asset impairment											
Depreciation resulting from revaluation of PPE											
Total Depreciation & asset impairment	10	1,399	1,462	1,731	1,680	1,680	1,680	-	2,109	2,233	2,364
Bulk purchases											
Electricity Bulk Purchases											
Water Bulk Purchases											
Total bulk purchases	1	-	-	-	-	-	-	-	-	-	-
Transfers and grants											
Cash transfers and grants		28,927	22,488	27,807	27,011	29,011	29,011	-	27,985	19,439	20,195
Non-cash transfers and grants		-	-	-	-	-	-	-	-	-	-
Total transfers and grants	1	28,927	22,488	27,807	27,011	29,011	29,011	-	27,985	19,439	20,195
Contracted services											
Information Technology		2,108	1,650	618	2,150	2,150	2,148		-	-	-
Security and cleaning		838	1,000	1,150	1,450	1,450	1,136		1,500	1,590	1,680
Internal Audit		1,092	75	731	600	600	441		500	600	600
Consultant Fees		-	509	365	365	365	200		200	200	200
Allocations to organs of state:											
Electricity		4,038	3,234	2,863	4,565	4,565	3,925	-	2,200	2,390	2,480
Water											
Sanitation											
Other											
Total contracted services	1	4,038	3,234	2,863	4,565	4,565	3,925	-	2,200	2,390	2,480
Other Expenditure By Type											
Collection costs											
Contributions to 'other' provisions											
Consultant fees											
Audit fees											
General expenses											
<i>List Other Expenditure by Type</i>	3	58,207	47,747	54,104	55,215	72,804	53,292	-	42,459	42,839	35,098
Total 'Other' Expenditure	1	58,207	47,747	54,104	55,215	72,804	53,292	-	42,459	42,839	35,098
By Expenditure Item	8										
Employee related costs											
Other materials											
Contracted Services											
Other Expenditure											
Total Repairs and Maintenance Expenditure	9	-	-	-	-	-	-	-	-	-	-

Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enable the National Treasury to compile a complete set of government reports.

DC10 Sarah Baartman - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework			
		R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19
Revenue - Functional											
<i>Governance and administration</i>		124 077	102 845	117 294	99 900	104 525	105 502	107 062	111 720	110 155	
Executive and council		30 791	7 329	8 242	311	311	723	362	3 835	352	
Finance and administration		93 286	95 516	109 052	99 589	104 214	104 778	106 700	107 885	109 793	
Internal audit		-	-	-	-	-	-	-	-	-	
<i>Community and public safety</i>		4 901	1 370	-	33 133	40 378	-	15 057	5 947	3 749	
Community and social services		2 908	493	-	4 353	4 353	-	-	-	-	
Sport and recreation		300	-	-	-	-	-	-	-	-	
Public safety		1 693	877	-	17 410	24 716	-	14 567	5 947	3 749	
Housing		-	-	-	590	590	-	490	-	-	
Health		-	-	-	10 780	10 720	-	-	-	-	
<i>Economic and environmental services</i>		7 689	4 451	10 467	9 716	16 934	3 261	8 235	7 849	7 985	
Planning and development		2 855	1 563	994	7 455	14 879	1 000	6 000	5 500	5 500	
Road transport		4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 485	
Environmental protection		-	-	-	-	-	-	-	-	-	
<i>Trading services</i>		4 754	753	50	-	-	-	-	-	-	
Energy sources		48	103	-	-	-	-	-	-	-	
Water management		4 706	650	50	-	-	-	-	-	-	
Waste water management		-	-	-	-	-	-	-	-	-	
Waste management		-	-	-	-	-	-	-	-	-	
<i>Other</i>	4	-	-	-	-	500	-	-	-	-	
Total Revenue - Functional	2	141 421	109 419	127 812	142 748	162 337	108 763	130 354	125 515	121 889	
Expenditure - Functional											
<i>Governance and administration</i>		57 427	58 987	61 171	68 380	71 805	64 966	66 666	72 142	71 212	
Executive and council		21 552	27 105	26 220	28 368	28 743	30 649	27 050	29 861	28 099	
Finance and administration		35 875	31 882	34 951	40 012	43 062	34 317	39 616	42 281	43 113	
Internal audit		-	-	-	-	-	-	-	-	-	
<i>Community and public safety</i>		27 574	28 480	34 583	42 713	50 159	43 234	37 546	25 463	24 640	
Community and social services		2 908	3 441	2 116	1 100	10 639	10 546	8 605	10 237	8 610	
Sport and recreation		300	300	59	300	300	87	-	100	100	
Public safety		14 157	13 311	19 822	27 792	25 758	20 088	15 644	1 894	1 946	
Housing		389	422	433	1 043	1 043	439	919	454	481	
Health		9 820	11 007	12 153	12 478	12 418	12 075	12 378	12 778	13 504	
<i>Economic and environmental services</i>		34 784	21 677	29 467	25 167	33 384	17 884	23 369	21 535	22 231	
Planning and development		29 038	18 428	17 556	21 385	29 809	15 302	20 136	19 166	19 726	
Road transport		5 747	3 249	11 911	3 782	3 576	2 582	3 233	2 369	2 505	
Environmental protection		-	-	-	-	-	-	-	-	-	
<i>Trading services</i>		13 584	3 616	1 167	959	959	632	898	1 740	782	
Energy sources		41	19	-	-	-	-	-	-	-	
Water management		13 400	3 597	1 167	959	959	632	898	1 740	782	
Waste water management		-	-	-	-	-	-	-	-	-	
Waste management		144	-	-	-	-	-	-	-	-	
<i>Other</i>	4	3 652	4 298	5 528	5 530	6 030	5 958	1 876	4 635	3 025	
Total Expenditure - Functional	3	137 022	117 058	131 916	142 748	162 337	132 673	130 354	125 515	121 889	
Surplus/(Deficit) for the year		4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-	

DC10 Sarah Baartman - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification)

R thousand	Functional Classification Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue - Functional											
Municipal governance and administration			124 077	102 845	117 294	99 900	104 525	105 502	107 062	111 720	110 155
Executive and council			30 791	7 329	8 242	311	311	723	362	3 835	362
Mayor and Council			30 791	7 329	8 242	311	311	723	362	712	362
Municipal Manager, Town Secretary and Chief Executive			-	-	-	-	-	-	-	3 123	-
Finance and administration			93 286	95 516	109 052	99 589	104 214	104 778	106 700	107 885	109 793
Administrative and Corporate Support			1 255	1 037	540	1 280	1 280	1 280	1 275	1 025	1 025
Asset Management			56 379	93 128	105 933	95 859	100 484	101 048	102 875	105 230	107 068
Finance			4 601	142	825	1 150	1 150	1 150	1 200	200	200
Fleet Management					360			-	-	-	-
Human Resources											
Information Technology											
Legal Services											
Marketing, Customer Relations, Publicity and Media Co-											
Property Services											
Risk Management											
Security Services											
Supply Chain Management											
Valuation Service											
Internal audit			-	-	-	-	-	-	-	-	-
Governance Function			4 501	1 370	-	33 133	40 378	-	15 057	5 947	3 749
Community and public safety			2 808	493	-	4 353	4 353	-	-	-	-
Community and social services						4 353	4 353				
Aged Care											
Agricultural											
Animal Care and Diseases											
Cemeteries, Funeral Parlours and Crematoriums											
Child Care Facilities											
Community Halls and Facilities											
Consumer Protection											
Cultural Matters											
Disaster Management											
Education											
Indigenous and Customary Law											
Industrial Promotion											
Language Policy											
Libraries and Archives											
Literacy Programmes											
Media Services											
Museums and Art Galleries											
Population Development											
Provincial Cultural Matters											
Theatres											
Zoo's											
Sport and recreation			300	-	-	-	-	-	-	-	-
Beaches and Jetties											
Casinos, Racing, Gambling, Wagering											
Community Parks (including Nurseries)											
Recreational Facilities			300	-	-	-	-	-	-	-	-
Sports Grounds and Stadiums											
Public safety			1 693	877	-	17 410	24 716	-	14 567	5 947	3 749
Civil Defence											
Cleansing											
Control of Public Nuisances											
Fencing and Fences											
Fire Fighting and Protection			1 693	877	-	17 410	24 716	-	14 567	5 947	3 749
Licensing and Control of Animals											
Housing			-	-	-	590	590	-	490	-	-
Housing						590	590	-	490	-	-
Informal Settlements											
Health			-	-	-	10 780	10 720	-	-	-	-
Ambulance						10 780	10 720	-	-	-	-
Health Services											
Laboratory Services											
Food Control											
Health Surveillance and Prevention of Communicable Diseases											
Vector Control											
Chemical Safety											
Economic and environmental services			7 689	4 451	10 467	9 716	16 924	3 261	8 235	7 848	7 885
Planning and development			2 855	1 563	994	7 455	14 879	1 000	6 000	5 500	5 500
Billboards											
Corporate Wide Strategic Planning (IDPs, LEDs)											
Central City Improvement District											
Development Facilitation											
Economic Development/Planning			1 855	563	994	2 785	2 085	-	5 000	5 500	5 500
Regional Planning and Development											
Town Planning, Building Regulations and Enforcement, and City Project Management Unit			1 000	1 000		4 670	11 994	1 000	1 000	-	-
Provincial Planning											
Support to Local Municipalities											
Road transport			4 834	2 888	5 474	2 261	2 055	2 261	2 235	2 349	2 485
Police Forces, Traffic and Street Parking Control											
Pounds											
Public Transport											
Road and Traffic Regulation			4 834	2 688	9 474	2 261	2 055	2 261	2 235	2 349	2 485
Roads											
Taxi Ranks											
Environmental protection			-	-	-	-	-	-	-	-	-
Biodiversity and Landscape											
Coastal Protection											
Indigenous Forests											
Nature Conservation											
Pollution Control											
Soil Conservation											

<i>Trading services</i>	4 754	753	50	-	-	-	-	-	-	-	-
Energy sources	48	103	-	-	-	-	-	-	-	-	-
Electricity	48	103	-	-	-	-	-	-	-	-	-
<i>Street Lighting and Signal Systems</i>											
Nonelectric Energy											
Water management	4 706	650	50	-	-	-	-	-	-	-	-
Water Treatment	4 706	650	50	-	-	-	-	-	-	-	-
Water Distribution											
Water Storage											
Waste water management	-	-	-	-	-	-	-	-	-	-	-
Public Toilets											
Sewerage											
Storm Water Management											
Waste Water Treatment											
Waste management	-	-	-	-	-	-	-	-	-	-	-
Recycling											
Solid Waste Disposal (Landfill Sites)											
Solid Waste Removal											
Street Cleaning											
<i>Other</i>	-	-	-	-	-	500	-	-	-	-	-
Abattoirs											
Air Transport											
Forestry											
Licensing and Regulation											
Markets											
Tourism											
Total Revenue - Functional	2	141 421	109 419	127 812	142 748	162 337	108 763	130 354	125 515	121 889	

Expenditure - Functional									
Municipal governance and administration	57 427	58 987	61 171	68 380	71 805	64 966	66 666	72 142	71 212
Executive and council	21 552	27 105	26 220	28 358	28 743	30 549	27 050	29 861	28 099
Mayor and Council	11 087	16 605	26 220	18 640	19 015	16 022	16 903	17 853	18 784
Municipal Manager, Town Secretary and Chief Executive	10 466	6 500	-	9 728	9 728	14 627	10 147	12 008	9 315
Finance and administration	35 875	31 882	34 951	40 012	43 062	34 317	39 616	42 281	43 113
Administrative and Corporate Support	6 689	7 966	10 255	10 774	13 574	11 107	13 767	15 269	16 026
Asset Management	21 524	18 928	16 869	20 093	20 344	16 152	16 356	17 554	17 145
Budget and Treasury Office	3 081	2 022	2 301	3 259	3 203	2 549	3 095	3 296	3 415
Finance	2 822	2 676	3 344	3 751	3 806	3 714	4 179	3 780	4 018
Fleet Management									
Human Resources									
Information Technology									
Legal Services									
Marketing, Customer Relations, Publicity and Media Co-									
Property Services									
Risk Management									
Security Services									
Supply Chain Management									
Valuation Service									
Internal audit	-	-	-	-	-	-	-	-	-
Governance Function									
Community and public safety	27 574	28 480	34 583	42 713	50 159	43 234	37 546	25 463	24 640
Community and social services	2 908	3 441	2 116	1 100	10 639	10 346	8 605	10 237	8 610
Aged Care									
Agricultural									
Animal Care and Diseases									
Cemeteries, Funeral Parlours and Crematoriums									
Child Care Facilities									
Community Halls and Facilities									
Consumer Protection									
Cultural Matters									
Disaster Management									
Education									
Indigenous and Customary Law									
Industrial Promotion									
Language Policy									
Libraries and Archives									
Literacy Programmes									
Media Services									
Museums and Art Galleries									
Population Development									
Provincial Cultural Matters									
Theatres									
Zoo's									
Sport and recreation	300	300	59	300	300	87	-	100	100
Beaches and Jetties									
Casinos, Racing, Gambling, Wagering									
Recreational Facilities									
Sports Grounds and Stadiums									
Public safety									
Civil Defence									
Cleansing									
Fencing and Fences									
Fire Fighting and Protection									
Licensing and Control of Animals									
Housing	389	422	433	1 043	1 043	439	919	454	481
Housing	389	422	433	1 043	1 043	439	919	454	481
Informal Settlements									
Health	9 820	11 007	12 153	12 478	12 418	12 075	12 378	12 778	13 504
Ambulance									
Health Services									
Laboratory Services									
Food Control									
Health Surveillance and Prevention of Communicable Diseases									
Vector Control									
Chemical Safety									
Economic and environmental services	34 784	21 677	29 457	25 167	33 384	17 884	23 369	21 535	22 231
Planning and development	29 038	18 428	17 556	21 385	29 809	15 302	20 136	19 166	19 726
Billboards									
Corporate Wide Strategic Planning (IDPs, LEDs)									
Central City Improvement District									
Development Facilitation									
Economic Development/Planning									
Regional Planning and Development									
Town Planning, Building Regulations and Enforcement, and City									
Project Management Unit									
Provincial Planning									
Support to Local Municipalities									
Road transport	5 747	3 248	11 911	3 782	3 576	2 582	3 233	2 369	2 505
Police Forces, Traffic and Street Parking Control									
Pounds									
Public Transport									
Roads									
Taxi Ranks									
Environmental protection									
Environmental protection	-	-	-	-	-	-	-	-	-
Biodiversity and Landscape									
Coastal Protection									
Indigenous Forests									
Nature Conservation									
Pollution Control									
Soil Conservation									
Trading services	13 584	3 616	1 167	959	959	632	858	1 740	782
Energy sources	41	18	-	-	-	-	-	-	-
Electricity	41	18	-	-	-	-	-	-	-
Street Lighting and Signal Systems									
Nonelectric Energy									

Water management	13 400	3 597	1 167	959	959	632	898	1 740	782
<i>Water Treatment</i>	13 400	3 597	1 167	959	959	632	898	1 740	782
<i>Water Distribution</i>									
<i>Water Storage</i>									
Waste water management	—	—	—	—	—	—	—	—	—
<i>Public Toilets</i>									
<i>Sewerage</i>									
<i>Storm Water Management</i>									
<i>Waste Water Treatment</i>									
Waste management	144	—	—	—	—	—	—	—	—
<i>Recycling</i>	144	—	—	—	—	—	—	—	—
<i>Solid Waste Disposal (Landfill Sites)</i>									
<i>Solid Waste Removal</i>									
<i>Street Cleaning</i>									
Other	3 652	4 298	5 528	5 530	6 030	5 958	1 876	4 635	3 025
<i>Abattoirs</i>									
<i>Air Transport</i>									
<i>Forestry</i>									
<i>Licensing and Regulation</i>									
<i>Markets</i>									
<i>Tourism</i>									
Total Expenditure - Functional	3 137 022	117 058	131 916	142 748	162 337	132 673	130 354	125 515	121 889
Surplus/(Deficit) for the year	4 400	(7 639)	(4 105)	—	—	(23 911)	—	—	—

DC10 Sarah Baartman - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)

		Financial Performance Budget (revenue source/expenditure type & dept.)																															
		Vote 1 - Executive and Council		Vote 2 - Finance and Corporate Services		Vote 3 - Planning and Infrastructure development		Vote 4 - Health		Vote 5 - Community Services		Vote 6 - Housing		Vote 7 - Public Safety		Vote 8 - Sport and Recreation		Vote 9 - Waste Management		Vote 10 - Roads		Vote 11 - Water		Vote 12 - Electricity		Vote 13 - Tourism		Vote 14 - [NAME OF VOTE 14]		Vote 15 - [NAME OF VOTE 15]		Total	
Description	Ref	R thousand																															
Revenue By Source		1																															
Property rates																																	
Service charges - electricity revenue																																	
Service charges - water revenue																																	
Service charges - sanitation revenue																																	
Service charges - refuse revenue																																	
Service charges - other																																	
Rental of facilities and equipment																																	
Interest earned - external investments																																	
Interest earned - outstanding debtors																																	
Dividends received																																	
Fines, penalties and forfeits																																	
Licences and permits																																	
Agency services																																	
Other revenue																																	
Transfers and subsidies																																	
Gains on disposal of PPE																																	
Total Revenue (excluding capital transfers and contribution)		362		106 700		6 000		-		490		14 567		-		2 235		-		-		-		-		-		-		130 354			
Expenditure By Type																																	
Employee related costs		8 942		20 459		8 469		1 588		429		6 594		319		674		674		802		47 957		7 644		-		-		-			
Remuneration of councillors		7 644																															
Debt impairment		575		904		176		133																						2 109			
Depreciation & asset impairment																																	
Finance charges																																	
Bulk purchases																																	
Other materials		2 100		100																													
Contracted services		1 690		1 000																													
Transfers and subsidies		16 646		10 392		10 657				490		17 335				2 235		998		223		1 073											
Other expenditure																																	
Loss on disposal of PPE		24 867		41 999		26 136		12 376		-		919		24 248		-		3 233		898		-		1 876		-		-		130 354			
Total Expenditure				(24 505)		64 901		(14 136)		(12 378)		(429)		(9 681)		(998)		(998)		(998)		(1 876)		-		-		-	-				
Surplus/(Deficit)																																	
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)																																	
Transfers and subsidies - capital (monetary allocations) (National / Provincial Agencies, Households, Non-profit institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)																																	
Transfers and subsidies - capital (in-kind - all)																																	
Surplus/(Deficit) after capital transfers & contributions																																	

Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of Sarah Baartman District Municipality.

DC10 Sarah Baartman - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
Revenue by Vote	1									
Vote 1 - Executive and Council		30 791	7 329	8 242	3 596	3 596	723	5 362	9 335	5 862
Vote 2 - Finance and Corporate Services		93 286	95 516	109 052	99 589	104 214	104 778	106 700	107 885	109 793
Vote 3 - Planning and Infrastructure development		2 855	1 563	994	4 170	11 594	1 000	1 000	-	-
Vote 4 - Health		-	-	-	10 780	10 720	-	-	-	-
Vote 5 - Community Services		2 908	493	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	590	590	-	490	-	-
Vote 7 - Public Safety		1 693	877	-	21 763	29 069	-	14 567	5 947	3 749
Vote 8 - Sport and Recreation		300	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
Vote 10 - Roads		4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 485
Vote 11 - Water		4 706	650	50	-	-	-	-	-	-
Vote 12 - Electricity		48	103	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	500	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	141 421	109 419	127 812	142 748	162 337	108 763	130 354	125 515	121 889
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and Council		33 759	37 270	32 167	37 046	37 421	30 499	35 875	39 416	37 867
Vote 2 - Finance and Corporate Services		34 453	30 084	33 682	39 371	42 421	33 689	38 984	41 612	42 406
Vote 3 - Planning and Infrastructure development		18 397	10 060	12 878	13 348	21 772	16 080	11 943	10 280	10 665
Vote 4 - Health		9 820	11 007	12 153	12 478	12 418	12 075	12 378	12 778	13 504
Vote 5 - Community Services		2 908	3 441	2 116	1 100	1 300	1 300	-	-	-
Vote 6 - Housing		389	422	433	1 043	1 043	439	919	454	481
Vote 7 - Public Safety		14 157	13 311	19 822	27 792	35 098	29 333	24 248	12 130	10 555
Vote 8 - Sport and Recreation		300	300	59	300	300	87	-	100	100
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
Vote 10 - Roads		5 747	3 249	11 911	3 782	3 576	2 582	3 233	2 369	2 505
Vote 11 - Water		13 400	3 597	1 167	959	959	632	898	1 740	782
Vote 12 - Electricity		41	19	-	-	-	-	-	-	-
Vote 13 - Tourism		3 652	4 298	5 528	5 530	6 030	5 958	1 876	4 635	3 025
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	137 022	117 058	131 916	142 748	162 337	132 673	130 354	125 515	121 889
Surplus/(Deficit) for the year	2	4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-

DC10 Sarah Baartman - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2013/14			2014/15			2015/16			Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20					
Revenue by Vote	1															
Vote 1 - Executive and Council		30 791	7 329	8 242	3 596	3 596	723	5 362	9 335	5 862						
1.1 - Council's expenses		29 401	6 455	6 890	311	311	723	362	712	362						
1.2 - Office of the speaker				—	—	—	—	—	—	—						
1.3 - Office of the municipal manager				—	—	—	—	—	—	—						
1.4 - Capacity building		1 279	874	461	—	—	—	—	—	3 123	—					
1.5 - Performance management				—	—	—	—	—	—	—						
1.6 - Mayoral committee				—	—	—	—	—	—	—						
1.7 - Management - Finance and Corporate Services				—	3 285	3 285	—	5 000	5 500	5 500						
1.8 - Management - Economic Development				—	—	—	—	5 000	5 500	5 500						
1.9 - Management - Planning and Infr Development				—	—	—	—	—	—	—						
1.10 - Other		111	891	—	—	—	—	—	—	—						
Vote 2 - Finance and Corporate Services		93 286	95 518	109 052	99 589	104 214	104 778	106 700	107 885	109 793						
2.1 - Financial Accounting Division				14	250	614	—	—	—	—						
2.2 - Revenue Collection		85 144	92 103	105 413	95 814	100 189	100 389	102 825	105 177	107 012						
2.3 - Payroll Administration		40	—	46	45	45	45	50	53	56						
2.4 - Information Technology				360	—	—	—	—	—	—						
2.5 - Pensioners Expenditure - Roadworks		3 272	—	—	—	—	—	—	—	—						
2.6 - Security and Cleaning				—	—	—	—	—	—	—						
2.7 - Finance Management and Support		1 236	1 025	520	1 250	1 250	1 250	1 250	1 000	1 000						
2.8 - Public Relations				—	—	—	—	—	—	—						
2.9 - People Management		71	167	325	150	150	150	200	200	200						
2.10 - Other		3 524	2 221	2 376	2 330	2 330	2 330	2 375	1 455	1 525						
Vote 3 - Planning and Infrastructure development		2 855	1 563	994	4 170	11 594	1 000	1 000	—	—						
3.1 - GIS Specialist				—	—	—	—	—	—	—						
3.2 - HOD - Planning Unit				—	—	—	—	—	—	—						
3.3 - Project Management				—	—	—	—	—	—	—						
3.4 - Local Economic Development		2 855	1 563	994	4 170	11 188	1 000	1 000	—	—						
3.5 - Planning Unit				—	—	100	—	—	—	—						
3.6 - Trade and Investment				—	—	306	—	—	—	—						
3.7 - Planning and Infra - Admin Support				—	—	—	—	—	—	—						
Vote 4 - Health		—	—	—	10 780	10 720	—	—	—	—						
4.1 - Primary Health Care				—	10 780	10 720	—	—	—	—						
4.2 - Environmental Health				—	—	—	—	—	—	—						
4.3 - Environmental Health Management				—	—	—	—	—	—	—						
4.4 - Clinics				—	—	—	—	—	—	—						
Vote 5 - Community Services		2 908	493	—	—	—	—	—	—	—						
5.1 - Cemeteries - Other				—	—	—	—	—	—	—						
5.2 - Libraries		2 908	493	—	—	—	—	—	—	—						
Vote 6 - Housing		—	—	—	590	590	—	490	—	—						
6.1 - Housing Coordinator				—	590	590	—	490	—	—						
Vote 7 - Public Safety		1 693	877	—	21 763	29 069	—	14 567	5 947	3 749						
7.1 - Disaster Management				—	4 353	4 353	—	—	—	—						
7.2 - Fire Services		1 693	877	—	17 410	24 716	—	14 567	5 947	3 749						
Vote 8 - Sport and Recreation		300	—	—	—	—	—	—	—	—						
8.1 - Sport grounds		300	—	—	—	—	—	—	—	—						
Vote 9 - Waste Management		—	—	—	—	—	—	—	—	—						
9.1 - Sanitation and Refuse - Rielbron				—	—	—	—	—	—	—						
9.2 - Solid Waste				—	—	—	—	—	—	—						
9.3 - Waste Water				—	—	—	—	—	—	—						
Vote 10 - Roads		4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 485						
10.1 - Roads and Transport		4 834	2 888	9 474	2 261	2 055	2 261	2 235	2 349	2 485						
10.2 - Roads - Rielbron roads streets and public places				—	—	—	—	—	—	—						
10.3 - Roads - Rielbron				—	—	—	—	—	—	—						
Vote 11 - Water		4 706	650	50	—	—	—	—	—	—						
11.1 - Water Services Authority		4 706	650	50	—	—	—	—	—	—						
11.2 - Water - Rielbron				—	—	—	—	—	—	—						
Vote 12 - Electricity		48	103	—	—	—	—	—	—	—						
12.1 - Electricity - Other		48	103	—	—	—	—	—	—	—						
12.2 - Electricity - Rielbron				—	—	—	—	—	—	—						
12.3 - Streetlights - Rielbron				—	—	—	—	—	—	—						
Vote 13 - Tourism		—	—	—	—	500	—	—	—	—						
13.1 - Tourism, Promotion and Development				—	—	500	—	—	—	—						
Vote 14 - [NAME OF VOTE 14]		—	—	—	—	—	—	—	—	—						
14.1 - [Name of sub-vote]				—	—	—	—	—	—	—						
Vote 15 - [NAME OF VOTE 15]		—	—	—	—	—	—	—	—	—						
Total Revenue by Vote	2	141 421	109 419	127 812	142 748	162 337	108 783	130 354	125 515	121 889						

DC10 Sarah Baartman - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Expenditure by Vote	1									
Vote 1 - Executive and Council		33 759	37 270	32 167	37 046	37 421	30 499	35 875	39 416	37 867
1.1 - Council's expenses		6 418	11 455	8 000	5 469	5 769	3 527	5 058	5 331	5 619
1.2 - Office of the speaker		1 583	2 026	1 681	2 377	2 452	1 629	2 089	2 166	2 254
1.3 - Office of the municipal manager		1 816	2 015	2 627	2 399	2 399	1 788	2 253	2 374	2 501
1.4 - Capacity building		1 562	1 494	1 745	971	971	905	2 644	4 202	1 138
1.5 - Performance management		731	687	716	877	877	731	909	954	1 006
1.6 - Mayoral committee		5 376	5 767	5 969	6 521	6 521	7 137	6 237	6 604	6 982
1.7 - Management - Finance and Corporate Services		1 565	1 797	1 268	2 059	2 059	1 305	2 183	2 079	2 185
1.8 - Management - Economic Development		8 916	6 916	3 135	6 832	6 832	6 066	7 221	7 856	7 984
1.9 - Management - Planning and Infr Development		1 725	1 452	1 543	1 846	1 846	1 120	1 604	1 699	1 784
1.10 - Other		4 065	3 661	5 482	7 695	7 695	6 290	5 679	6 153	6 414
Vote 2 - Finance and Corporate Services	34 453	30 084	33 682	39 371	42 421	33 689	38 984	41 812	42 408	
2.1 - Financial Accounting Division	7 022	8 092	8 159	8 888	9 138	8 079	6 713	7 527	6 844	
2.2 - Revenue Collection		1 095	1 218	998	998	733	810	859	906	
2.3 - Payroll Administration	838	724	750	811	811	771	870	926	979	
2.4 - Information Technology	2 822	2 676	3 344	3 751	3 806	3 714	4 179	3 780	4 018	
2.5 - Pensioners Expenditure - Roadworks	3 272	3 188	-	-	37	-	-	-	-	
2.6 - Security and Cleaning	1 220	1 467	1 509	1 969	1 969	1 634	2 232	2 368	2 502	
2.7 - Finance Management and Support	1 403	807	1 437	1 665	1 665	712	1 525	1 617	1 709	
2.8 - Public Relations	2 055	1 928	2 173	2 678	2 678	2 062	1 536	2 318	2 350	
2.9 - People Management	2 081	1 982	1 891	2 409	2 353	1 825	2 281	2 504	2 579	
2.10 - Other	13 740	8 125	13 202	16 203	19 004	14 121	18 838	19 711	20 520	
Vote 3 - Planning and Infrastructure development	18 397	10 060	12 878	13 348	21 772	16 080	11 943	10 280	10 685	
3.1 - GIS Specialist	395	318	151	695	695	675	526	549	580	
3.2 - HOD - Planning Unit	16	25	27	10	10	9	-	-	-	
3.3 - Project Management	12 885	6 847	1 279	5 025	13 043	8 603	5 991	1 796	1 893	
3.4 - Local Economic Development	2 716	1 358	9 637	4 301	4 401	4 322	1 706	4 381	4 454	
3.5 - Planning Unit	2 385	1 511	1 785	2 048	2 354	1 843	2 424	2 182	2 288	
3.6 - Trade and Investment				629	629	-	684	703	744	
3.7 - Planning and Infra - Admin Support				641	641	629	632	669	707	
Vote 4 - Health	9 820	11 007	12 153	12 478	12 418	12 075	12 378	12 778	13 504	
4.1 - Primary Health Care		-	-	-	-	-	-	-	-	
4.2 - Environmental Health	9 500	10 373	11 467	11 692	11 632	11 342	11 558	11 908	12 586	
4.3 - Environmental Health Management	320	634	685	786	786	733	820	871	918	
4.4 - Clinics		-	-	-	-	-	-	-	-	
Vote 5 - Community Services	2 908	3 441	2 116	1 100	1 300	1 300	-	-	-	
5.1 - Cemeteries - Other		-	-	-	-	-	-	-	-	
5.2 - Libraries	2 908	3 441	2 116	1 100	1 300	1 300	-	-	-	
Vote 6 - Housing	389	422	433	1 043	1 043	439	919	454	481	
6.1 - Housing Coordinator	389	422	433	1 043	1 043	439	919	454	481	
6.3 - [Name of sub-vote]		-	-	-	-	-	-	-	-	
Vote 7 - Public Safety	14 157	13 311	19 022	27 792	35 098	29 333	24 248	12 130	10 555	
7.1 - Disaster Management	5 462	6 082	8 761	9 557	9 557	9 246	8 605	10 237	8 610	
7.2 - Fire Services	8 696	7 229	11 061	18 235	25 540	20 088	15 644	1 894	1 946	
Vote 8 - Sport and Recreation	300	300	59	300	300	87	-	100	100	
8.1 - Sport grounds	300	300	59	300	300	87	-	100	100	
Vote 9 - Waste Management	-	-	-	-	-	-	-	-	-	
9.1 - Sanitation and Refuse - Rielbron		-	-	-	-	-	-	-	-	
9.2 - Solid Waste		-	-	-	-	-	-	-	-	
9.3 - Waste Water		-	-	-	-	-	-	-	-	
Vote 10 - Roads	5 747	3 249	11 911	3 782	3 576	2 582	3 233	2 389	2 505	
10.1 - Roads and Transport	5 747	3 249	11 911	3 782	3 576	2 582	3 233	2 389	2 505	
10.2 - Roads - Rielbron roads streets and public places		-	-	-	-	-	-	-	-	
10.3 - Roads - Rielbron		-	-	-	-	-	-	-	-	
Vote 11 - Water	13 400	3 597	1 167	959	959	832	898	1 740	782	
11.1 - Water Services Authority	13 400	3 597	1 167	959	959	632	698	1 740	782	
11.2 - Water - Rielbron		-	-	-	-	-	-	-	-	
Vote 12 - Electricity	41	19	-	-	-	-	-	-	-	
12.1 - Electricity - Other	41	19	-	-	-	-	-	-	-	
12.2 - Electricity - Rielbron		-	-	-	-	-	-	-	-	
12.3 - Streetlights - Rielbron		-	-	-	-	-	-	-	-	
Vote 13 - Tourism	3 652	4 298	5 528	5 530	6 030	5 958	1 876	4 635	3 025	
13.1 - Tourism, Promotion and Development	3 652	4 298	5 528	5 530	6 030	5 958	1 876	4 635	3 025	
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	
14.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	
15.1 - [Name of sub-vote]		-	-	-	-	-	-	-	-	
Total Expenditure by Vote	2	137 022	117 058	131 916	142 748	162 337	132 673	130 354	125 515	121 889
Surplus/(Deficit) for the year	2	4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-

Table A4 - Budgeted Financial Performance (revenue and expenditure)

1. Total revenue is R130.4 million in 2017/18, decreases to R125.5 million in 2018/19 and to R121.9 million by 2019/20.
2. Transfers recognised – operating; includes the local government equitable share and other operating grants from national and provincial government.

DC10 Sarah Baartman - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome							
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	1 051	1 209	1 395	1 300	1 300	1 300	1 300	-	1 350	1 430	1 500
Interest earned - external investments	14 767	17 262	18 055	14 000	18 375	18 375	18 375	-	18 000	17 000	16 000
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-	-
Agency services	40	42	46	45	45	45	45	-	50	53	56
Transfers and subsidies	97 390	89 384	95 432	86 525	88 325	88 325	88 325	-	89 310	94 649	94 497
Other revenue	2	28 172	1 523	12 884	40 878	54 292	717	-	21 644	12 383	9 836
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		141 421	109 419	127 812	142 748	162 337	108 763	-	130 354	125 515	121 889
Expenditure By Type											
Employee related costs	2	38 217	34 843	38 545	46 963	46 963	38 390	-	47 957	50 520	53 188
Remuneration of councillors	6 164	6 407	6 636	7 314	7 314	6 375	-	7 644	8 095	8 564	-
Debt impairment	3	-	293	-	-	-	-	-	-	-	-
Depreciation & asset impairment	2	1 399	1 462	1 731	1 680	1 680	1 680	-	2 109	2 233	2 364
Finance charges	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	2	-	-	-	-	-	-	-	-	-	-
Other materials	8	-	-	-	-	-	-	-	-	-	-
Contracted services	4 038	3 234	2 863	4 565	4 565	3 925	-	2 200	2 390	2 480	-
Transfers and subsidies	28 927	22 488	27 807	27 011	29 011	29 011	-	27 985	19 439	20 195	-
Other expenditure	4, 5	58 207	47 747	54 104	55 215	72 804	53 292	-	42 459	42 839	35 098
Loss on disposal of PPE	-	71	584	230	-	-	-	-	-	-	-
Total Expenditure		137 022	117 058	131 916	142 748	162 337	132 673	-	130 354	125 515	121 889
Surplus/(Deficit)		4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)											
Transfers and subsidies - Capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)											
Surplus/(Deficit) after capital transfers & contributions		4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-	-
Taxation											
Surplus/(Deficit) after taxation		4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-	-
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-	-
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		4 400	(7 639)	(4 105)	-	-	(23 911)	-	-	-	-

Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. There is no capital funds budgeted in the two outer years.

DC10 Sarah Baartman - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19
Capital expenditure - Vote										
Multi-year expenditure to be appropriated	2									
Vote 1 - Executive and Council		-	-	-	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Infrastructure development		-	-	-	-	-	-	-	-	-
Vote 4 - Health		-	-	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2									
Vote 1 - Executive and Council		-	-	293	1 129	1 755	1 755	-	30	-
Vote 2 - Finance and Corporate Services	2 746	1 058	257	2 101	3 386	5 386	-	906	-	-
Vote 3 - Planning and Infrastructure development		-	-	128	634	644	644	-	17	-
Vote 4 - Health		-	-	726	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	59	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2 746	1 058	1 403	3 863	5 785	7 785	-	1 012	-	-
Total Capital Expenditure - Vote	2 746	1 058	1 403	3 863	5 785	7 785	-	1 012	-	-
Capital Expenditure - Functional										
Governance and administration	2 746	1 058	550	3 229	3 273	-	-	-	-	-
Executive and council		-	-	293	1 129	1 172	-	-	-	-
Finance and administration	2 746	1 058	257	1 999	1 999	-	-	-	-	-
Internal audit		-	-	102	102	-	-	-	-	-
Community and public safety		-	-	-	-	-	-	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		-	-	-	634	634	-	-	-	-
Planning and development		-	-	-	634	634	-	-	-	-
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	2 746	1 058	550	3 863	3 906	-	-	-	-
Funded by:										
National Government		-	-	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	-	-	-	-	-	-	-	-	-
Public contributions & donations	5	-	-	-	-	-	-	-	-	-
Borrowing	6	-	-	-	-	-	-	-	-	-
Internally generated funds		-	-	-	-	-	-	-	-	-
Total Capital Funding	7	-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework						
					Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1													
Capital expenditure - Municipal Vote														
Multi-year expenditure appropriation	2													
Vote 1 - Executive and Council														
1.1 - Council's expenses		-	-	-	-	-	-	-	-	-	-	-	-	
1.2 - Office of the speaker														
1.3 - Office of the municipal manager														
1.4 - Capacity building														
1.5 - Performance management														
1.6 - Mayoral committee														
1.7 - Management - Finance and Corporate Services														
1.8 - Management - Economic Development														
1.9 - Management - Planning and Infra Development														
1.10 - Other														
Vote 2 - Finance and Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	
2.1 - Financial Accounting Division														
2.2 - Revenue Collection														
2.3 - Payroll Administration														
2.4 - Information Technology														
2.5 - Pensioners Expenditure - Roadworks														
2.6 - Security and Cleaning														
2.7 - Finance Management and Support														
2.8 - Public Relations														
2.9 - People Management														
2.10 - Other														
Vote 3 - Planning and Infrastructure development		-	-	-	-	-	-	-	-	-	-	-	-	
3.1 - GIS Specialist														
3.2 - HOD - Planning Unit														
3.3 - Project Management														
3.4 - Local Economic Development														
3.5 - Planning Unit														
3.6 - Trade and Investment														
3.7 - Planning and Infra - Admin Support														
Vote 4 - Health		-	-	-	-	-	-	-	-	-	-	-	-	
4.1 - Primary Health Care														
4.2 - Environmental Health														
4.3 - Environmental Health Management														
4.4 - Clinics														
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-	-	-	
5.1 - Cemeteries - Other														
5.2 - Libraries														
Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-	-	-	
6.1 - Housing Coordinator														
6.3 - [Name of sub-vote]														
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-	-	-	-	
7.1 - Disaster Management														
7.2 - Fire Services														
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-	-	-	
8.1 - Sport grounds														
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-	-	-	
9.1 - Sanitation and Refuse - Rietbron														
9.2 - Solid Waste														
9.3 - Waste Water														
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-	-	-	
10.1 - Roads and Transport														
10.2 - Roads - Rietbron roads streets and public places														
10.3 - Roads - Rietbron														
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-	-	-	
11.1 - Water Services Authority														
11.2 - Water - Rietbron														
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-	-	-	
12.1 - Electricity - Other														
12.2 - Electricity - Rietbron														
12.3 - Streetlights - Rietbron														
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-	-	-	-	
13.1 - Tourism, Promotion and Development														
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	
14.1 - [Name of sub-vote]														
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	
15.1 - [Name of sub-vote]														
Capital multi-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-	-	-	

Capital expenditure - Municipal Vote							
Single-year expenditure appropriation							
	2						
Vote 1 - Executive and Council	-	-	293	1 129	1 755	1 755	-
1.1 - Council's expenses	-	-	42	1 010	1 621	1 621	20
1.2 - Office of the speaker	-	-	-	-	-	-	-
1.3 - Office of the municipal manager	-	-	8	10	10	10	10
1.4 - Capacity building	-	-	12	-	-	-	-
1.5 - Performance management	-	-	4	21	21	21	-
1.6 - Mayoral committees	-	-	-	-	-	-	-
1.7 - Management - Finance and Corporate Services	-	-	-	26	26	26	-
1.8 - Management - Economic Development	-	-	192	-	-	-	-
1.9 - Management - Planning and Infr Development	-	-	28	28	28	28	-
1.10 - Other	-	-	8	35	50	50	-
Vote 2 - Finance and Corporate Services	2 746	1 058	257	2 101	3 386	5 386	-
2.1 - Financial Accounting Division	686	-	-	-	-	-	-
2.2 - Revenue Collection	3	-	-	2	2	2	-
2.3 - Payroll Administration	-	-	3	-	-	-	-
2.4 - Information Technology	970	118	200	200	200	2 200	200
2.5 - Pensioners Expenditure - Roadworks	-	-	-	-	-	-	-
2.6 - Security and Cleaning	-	-	-	-	-	-	-
2.7 - Finance Management and Support	22	-	-	-	27	27	-
2.8 - Public Relations	-	-	4	-	-	-	-
2.9 - People Management	56	278	50	46	46	46	22
2.10 - Other	1 008	662	-	1 854	3 112	3 112	685
Vote 3 - Planning and Infrastructure development	-	-	128	634	644	644	-
3.1 - GIS Specialist	-	-	-	-	-	-	-
3.2 - HOD - Planning Unit	-	-	-	-	-	-	-
3.3 - Project Management	-	-	12	604	604	604	-
3.4 - Local Economic Development	-	-	8	30	40	40	-
3.5 - Planning Unit	-	-	108	-	-	-	17
3.6 - Trade and Investment	-	-	-	-	-	-	-
3.7 - Planning and Infra - Admin Support	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Vote 4 - Health	-	-	726	-	-	-	-
4.1 - Primary Health Care	-	-	-	-	-	-	-
4.2 - Environmental Health	-	-	726	-	-	-	-
4.3 - Environmental Health Management	-	-	-	-	-	-	-
4.4 - Clinics	-	-	-	-	-	-	-
Vote 5 - Community Services	-	-	-	-	-	-	-
5.1 - Cemeteries - Other	-	-	-	-	-	-	-
5.2 - Libraries	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Vote 6 - Housing	-	-	-	-	-	-	-
6.1 - Housing Coordinator	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Vote 7 - Public Safety	-	-	-	-	-	-	-
7.1 - Disaster Management	-	-	-	-	-	-	59
7.2 - Fire Services	-	-	-	-	-	-	59
	-	-	-	-	-	-	-
Vote 8 - Sport and Recreation	-	-	-	-	-	-	-
8.1 - Sport grounds	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Vote 9 - Waste Management	-	-	-	-	-	-	-
9.1 - Sanitation and Refuse - Rietbron	-	-	-	-	-	-	-
9.2 - Solid Waste	-	-	-	-	-	-	-
9.3 - Waste Water	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Vote 10 - Roads	-	-	-	-	-	-	-
10.1 - Roads and Transport	-	-	-	-	-	-	-
10.2 - Roads - Rietbron roads streets and public places	-	-	-	-	-	-	-
10.3 - Roads - Rietbron	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Vote 11 - Water	-	-	-	-	-	-	-
11.1 - Water Services Authority	-	-	-	-	-	-	-
11.2 - Water - Rietbron	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Vote 12 - Electricity	-	-	-	-	-	-	-
12.1 - Electricity - Other	-	-	-	-	-	-	-
12.2 - Electricity - Rietbron	-	-	-	-	-	-	-
12.3 - Streetlights - Rietbron	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Vote 13 - Tourism	-	-	-	-	-	-	-
13.1 - Tourism, Promotion and Development	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2 746	1 058	1 403	3 863	5 785	7 785	-
Total Capital Expenditure	2 746	1 058	1 403	3 863	5 785	7 785	-
							1 012

Explanatory notes to Table A6 - Budgeted Financial Position

1. Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as "accounting" Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. Table A6 is supported by an extensive table of notes (SA3) which provides a detailed analysis of the major components of a number of items, including:
 - Call investments deposits;
 - Consumer debtors;
 - Property, plant and equipment;
 - Trade and other payables;
 - Provisions non current;
 - Changes in net assets; and
 - Reserves

DC10 Sarah Baartman - Table A6 Consolidated Budgeted Financial Position

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand											
ASSETS											
Current assets											
Cash											
Call investment deposits	1	254 434	254 985	233 205	180 466	180 466	209 294	-	187 650	175 267	165 431
Consumer debtors	1	934	2 675	5 071	-	-	-	-	-	-	-
Other debtors		2 710	1 119	2 649	-	-	-	-	-	-	-
Current portion of long-term receivables		-	-	-	-	-	-	-	-	-	-
Inventory	2	-	-	-	-	-	-	-	-	-	-
Total current assets		258 078	258 780	240 925	180 466	180 466	209 294	-	187 650	175 267	165 431
Non current assets											
Long-term receivables		232	182	188	182	182					
Investments											
Investment property		25 598	25 963	25 963	25 963	25 963					
Investment in Associate											
Property, plant and equipment	3	28 736	24 981	24 183	34 230	34 230	-	-	-	-	-
Agricultural											
Biological											
Intangible		87	87	87	87	87					
Other non-current assets		34 034	35 028	35 028	35 028	35 028					
Total non current assets		88 685	86 241	85 447	95 490	95 490	-	-	-	-	-
TOTAL ASSETS		346 763	345 020	326 372	275 956	275 956	209 294	-	187 650	175 267	165 431
LIABILITIES											
Current liabilities											
Bank overdraft	1										
Borrowing	4	3 984	3 897	3 849	3 897	3 897	-	-	-	-	-
Consumer deposits											
Trade and other payables	4	31 377	37 921	25 518	20 000	20 000	-	-	-	-	-
Provisions		789	414	719	414	414					
Total current liabilities		36 150	42 233	30 086	24 312	24 312	-	-	-	-	-
Non current liabilities											
Borrowing		-	-	-	-	-	-	-	-	-	-
Provisions		58 969	62 513	60 116	58 405	58 405	-	-	-	-	-
Total non current liabilities		58 969	62 513	60 116	58 405	58 405	-	-	-	-	-
TOTAL LIABILITIES		95 119	104 746	90 203	82 717	82 717	-	-	-	-	-
NET ASSETS	5	251 644	240 274	236 169	193 240	193 240	209 294	-	187 650	175 267	165 431
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		175 134	163 316	159 212	114 225	114 268					
Reserves	4	76 510	76 958	76 958	79 015	79 015	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	251 644	240 274	236 169	193 240	193 283	-	-	-	-	-

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

DC10 Sarah Baartman - Table A7 Consolidated Budgeted Cash Flows

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework			
		R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts										-	-	-
Property rates										-	-	-
Service charges										-	-	-
Other revenue		24 833	1 751	6 671	42 223	42 223	3 248		23 044	13 866	11 392	
Government - operating	1	90 967	85 541	86 419	86 525	86 525	87 139		89 310	94 649	94 497	
Government - capital	1	-	-	-	-	-	-		-	-	-	
Interest		14 645	16 900	18 277	14 000	14 000	18 375		18 000	17 000	16 000	
Dividends		-	-	-	-	-	-		-	-	-	
Payments												
Suppliers and employees		(96 616)	(75 296)	(97 441)	(114 057)	(114 057)			(100 260)	(103 844)	(99 330)	
Finance charges		-	(782)	(0)	-	-			-	-	-	
Transfers and Grants	1	(26 527)	(21 722)	(29 670)	(27 011)	(27 011)			(27 985)	(19 439)	(20 195)	
NET CASH FROM/(USED) OPERATING ACTIVITIES		7 302	6 392	(15 746)	1 680	1 680	108 763	-	2 109	2 232	2 364	
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts										-	-	-
Proceeds on disposal of PPE		35	47	205	-	-			-	-	-	
Decrease (Increase) in non-current debtors		-	49	(837)	-	-			-	-	-	
Decrease (increase) other non-current receivables		(209)	-	(5)	-	-			-	-	-	
Decrease (increase) in non-current investments					-	-			-	-	-	
Payments												
Capital assets		(2 746)	(1 058)	(1 403)	(3 863)	(3 906)			(1 012)	-	-	
NET CASH FROM/(USED) INVESTING ACTIVITIES		(2 920)	(961)	(2 040)	(3 863)	(3 906)	-	-	(1 012)	-	-	
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts										-	-	-
Short term loans									-	-	-	
Borrowing long term/refinancing									-	-	-	
Increase (decrease) in consumer deposits									-	-	-	
Payments												
Repayment of borrowing		34 229	(49 923)	32 006					-	-	-	
NET CASH FROM/(USED) FINANCING ACTIVITIES		34 229	(49 923)	32 006	-	-	-	-	-	-	-	
NET INCREASE/ (DECREASE) IN CASH HELD		38 611	(44 492)	14 220	(2 183)	(2 226)	108 763	-	1 097	2 232	2 364	
Cash/cash equivalents at the year begin:	2	90 823	128 477	83 985	98 205				98 205	99 302	101 534	
Cash/cash equivalents at the year end:	2	129 434	83 985	98 205	96 022	(2 226)	108 763	-	99 302	101 534	103 898	

Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.

DC10 Sarah Baartman - Table A8 Consolidated Cash backed reserves/accumulated surplus reconciliation

Description R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Cash and Investments available											
Cash/cash equivalents at the year end	1	129 434	83 985	98 205	96 022	(2 226)	108 763	-	99 302	101 534	103 898
Other current investments > 90 days		125 000	171 000	135 000	84 444	182 692	100 531	-	88 346	73 733	61 533
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and Investments available:		254 434	254 985	233 205	180 466	180 466	209 294	-	187 650	175 267	165 431
Application of cash and investments											
Unspent conditional transfers		12 856	9 013	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	15 231	26 397	21 836	19 818	19 862	-	-	-	-	-
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		28 088	35 410	21 836	19 818	19 862	-	-	-	-	-
Surplus(shortfall)		226 346	219 575	211 368	160 648	160 604	209 294	-	187 650	175 267	165 431

Explanatory notes to Table A10 - Basic Service Delivery Measurement

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services. This Table is not completed by the municipality as the basic services are provided by the Local Municipalities within the District and the required information is included in the budget documents of the respective Local Municipalities.

DC10 Sarah Baartman - Table A10 Consolidated basic service delivery measurement

PART 2

SUPPORTING DOCUMENTATION

CHAPTER 5



**Overview Of The
Annual Budget Process**

CHAPTER 5

Overview of the annual budget process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the MMC for Finance.

The primary aims of the Budget Steering Committee are to ensure:

- that the process followed to compile the budget complies with legislation and good budget practices;
- that there is proper alignment between the policy and service delivery priorities set out in the SBDM'S IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2016) a time schedule that sets out the process to prepare the new IDP and the budget.

The Mayor tabled in Council the required IDP and budget time schedule in August 2016. Key dates applicable to the process were:

- 11/03/2017 1st Budget Steering Committee meeting
- 20/03/2017 Mayoral Committee where draft budget presented and adopted
- 29/03/2017 Council to approve draft budget
- 01/04/2017 Public participation process
- 05/05/2017 Public participation ends
- 08/05/2017 2nd Budget Steering Committee meeting
- 10/05/2017 Mayoral Committee where draft budget presented and adopted
- 24/05/2017 Council to approve final budget
- 01/06/2017 Submit drat budget to National and ProvincialTreasury

IDP and Service Delivery and Budget Implementation Plan

The SBDM IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the 5-year IDP included the following key processes and deliverables:

- Registration of local municipality and community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- Review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the new 5-year IDP which commenced with the 2017/2018 MTREF and will be reviewed annually. The business planning process has been refined to align the IDP to the key national and provincial priorities and current economic circumstances.

With the compilation of the new 5-year IDP, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the performance against the previous 5-year Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

Financial Modelling and Key Planning Drivers

As part of the compilation of the 2017/18 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2017/18 MTREF:

- Dependence on grant funding
- Dependence on interest income
- Consequences of the utilisation of the accumulated surplus
- Policy priorities and strategic objectives
- Amended strategies emanating from the Strategic Plan
- Economic climate and trends
- Performance trends
- The approved 2016/17 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Investment possibilities
- Improved and sustainable service delivery.

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51, 54, 58, 66, 70, 74, 78, 82, 85 and 86 has been taken into consideration in the planning and prioritisation process.

Community Consultation

The draft 2017/18 MTREF as tabled before Council on 29 March 2017 for community consultation was published on the municipality's website, and hard copies were made available in the District, municipal notice boards and various libraries .The opportunity to give electronic feedback was also communicated on the SBDM website.

All documents in the appropriate format (electronic and printed) were provided to National and Provincial Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

Submissions received during the community consultation process and additional information regarding revenue and expenditure and individual capital projects were considered as part of the finalisation of the 2017/18 MTREF within the limited resources of the municipality. Feedback and responses to the submissions received are available on request.

CHAPTER 6



**Overview Of Alignment
Of The Annual Budget
With The IDP**

CHAPTER 6

Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the SBDM, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that SBDM strategically complies with the key national and provincial priorities.

The aim is to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the SBDM response to these requirements.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP's five strategic objectives for the 2017/18 MTREF and further planning refinements that have directly informed the compilation of the budget:

IDP Strategic Objectives

In order to ensure integrated and focused service delivery between all spheres of government it was important for the SBDM to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities. The key performance areas can be summarised as follows against the five strategic objectives:

1. Good Governance and Public Participation
2. Institutional Transformation
3. Financial Viability and Management
4. Infrastructure and Basic Services
5. Local Economic Development

The 2017/18 MTREF has therefore been directly informed by the new IDP process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

DC10 Sarah Baartman - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand												
CAPACITY BUILDING AND SUPPORT TO LM'S				129,178	100,912	117,294	99,900	104,725	106,074	107,062	111,720	110,155
COMMUNITY SERVICES				241	1,370	—	32,543	39,788	—	14,567	5,947	3,749
ECONOMIC DEVELOPMENT				1,855	30	—	2,785	3,185	—	5,000	5,500	5,500
INFRASTRUCTURE INVESTMENTS				10,147	7,107	10,518	7,521	14,639	3,261	3,725	2,349	2,485
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	141,421	109,419	127,812	142,748	162,337	109,335	130,354	125,515	121,889

DC10 Sarah Baartman - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	
R thousand													
CAPACITY BUILDING AND SUPPORT TO LMS				62,079	58,121	62,551	67,838	73,393	58,389	66,697	72,276	71,348	
COMMUNITY SERVICES				14,457	28,381	36,939	41,370	47,515	41,408	36,627	24,909	24,059	
ECONOMIC DEVELOPMENT				17,732	9,691	11,947	16,863	17,263	16,346	10,803	16,873	15,463	
INFRASTRUCTURE INVESTMENTS				42,753	20,864	20,479	16,677	24,166	16,532	16,227	11,458	11,019	
Allocations to other priorities													
Total Expenditure				1	137,022	117,058	131,916	142,748	162,337	132,674	130,354	125,515	121,889

DC10 Sarah Baartman - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand												
Not linked to IDP strategic objectives due to the nature of the entity - no infrastructural assets		A		6,132	1,058	1,403	3,863	3,906	3,906	1,012	-	-
		B										
		C										
		D										
		E										
		F										
		G										
		H										
		I										
		J										
		K										
		L										
		M										
		N										
		O										
		P										
Allocations to other priorities		3										
Total Capital Expenditure		1		6,132	1,058	1,403	3,863	3,906	3,906	1,012	-	-

DC10 Sarah Baartman - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Vote 1 - vote name Function 1 - (name) Sub-function 1 - (name) Insert measure's description	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	
Sub-function 2 - (name) Insert measure's description										
Sub-function 3 - (name) Insert measure's description										
Function 2 - (name) Sub-function 1 - (name) Insert measure's description										
Sub-function 2 - (name) Insert measure's description										
Sub-function 3 - (name) Insert measure's description										
Vote 2 - vote name Function 1 - (name) Sub-function 1 - (name) Insert measure's description										
Sub-function 2 - (name) Insert measure's description										
Sub-function 3 - (name) Insert measure's description										
Function 2 - (name) Sub-function 1 - (name) Insert measure's description										
Sub-function 2 - (name) Insert measure's description										
Sub-function 3 - (name) Insert measure's description										
Vote 3 - vote name Function 1 - (name) Sub-function 1 - (name) Insert measure's description										
Sub-function 2 - (name) Insert measure's description										
Sub-function 3 - (name) Insert measure's description										
Function 2 - (name) Sub-function 1 - (name) Insert measure's description										
Sub-function 2 - (name) Insert measure's description										
Sub-function 3 - (name) Insert measure's description										
And so on for the rest of the Votes										

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))

2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities

3. Only include prior year comparative information for individual measures where relevant activity occurred in that years

DC10 Sarah Baartman - Entities measureable performance objectives

Description	Unit of measurement	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Entity 1 - (name of entity) Insert measure's description										
Entity 2 - (name of entity) Insert measure's description										
Entity 3 - (name of entity) Insert measure's description										
And so on for the rest of the Entities										

CHAPTER 7



**Measurable
Performance Objectives
& Indicators**

CHAPTER 7

MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

The measurable performance indicators of the Sarah Baartman District Municipality are detailed in the following:

- * **Annexure “B”**: Mandatory Performance Measures
- * **Annexure “C”**: Annual Performance Objectives by Vote – operational measures
- * **Annexure “D”**: Revenue by Source

DC10 Sarah Baartman - Supporting Table SA8 Performance Indicators and benchmarks

Description of financial indicator	Basis of calculation	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	-25.0%	42.5%	-24.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	-77.7%	249.2%	-98.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Liquidity											
Current Ratio	Current assets/current liabilities	7.1	6.1	8.0	7.4	7.4	-	-	-	-	
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	7.1	6.1	8.0	7.4	7.4	-	-	-	-	
Liquidity Ratio	Monetary Assets/Current Liabilities	7.0	5.0	7.8	7.4	7.4	-	-	-	-	
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	2.7%	3.6%	8.2%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA's 85(e))										
Creditors to Cash and Investments		14.3%	34.4%	26.0%	20.8%	-89.5%	0.0%	0.0%	0.0%	0.0%	
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Water Distribution Losses (2)	Total Volume Losses (kL)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	27.0%	31.8%	30.2%	32.0%	28.0%	35.3%	0.0%	36.8%	40.3%	43.6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	31.4%	37.7%	35.3%	41.6%	38.0%	40.9%		42.1%	48.0%	49.9%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0.5%	0.4%	0.5%	1.5%	1.3%	0.5%		0.5%	0.5%	0.6%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	1.0%	1.3%	1.4%	1.2%	1.0%	1.5%	0.0%	1.6%	1.6%	1.9%
IDP regulation financial viability indicators											
I. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	0.7	(1.5)	2.3	4.0	4.0	4.0	-	2.4	1.9	1.7
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	346.6%	313.9%	553.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
iii. Cost coverage	(Available cash + investments)/monthly fixed operational expenditure	11.5	27.7	9.1	10.7	(0.2)	13.2	-	11.6	12.5	12.7

DC10 Sarah Baartman Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2013/14			2014/15			2015/16			Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20						
Funding measures																	
Cash/cash equivalents at the year end - R'000	18(1)b	1	129,434	83,985	98,205	96,022	(2,226)	108,763	-	99,302	101,534	103,898					
Cash + investments at the yr end less applications - R'000	18(1)b	2	226,346	219,575	211,368	160,648	160,604	209,294	-	187,650	175,267	165,431					
Cash year end/monthly employee/supplier payments	18(1)b	3	11.5	27.7	9.1	10.7	(0.2)	13.2	-	11.6	12.5	12.7					
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	4,400	(7,639)	(4,105)	-	(6.0%)	(6.0%)	(23,911)	-	-	-					
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)					
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	84.9%	63.1%	46.6%	100.0%	75.9%	157.5%	0.0%	100.0%	100.0%	100.0%					
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					
Capital payments % of capital expenditure	18(1)c;19	8	100.0%	100.0%	100.0%	67.5%	67.5%	0.0%	100.0%	100.0%	100.0%	100.0%					
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					
Grants % of Govt. legislated/gazetted allocations	18(1)a	10															
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	4.1%	103.4%	(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	(21.3%)	2.8%	(2.7%)	0.0%	(100.0%)	0.0%	(100.0%)	0.0%	0.0%					
R&M % of Property Plant & Equipment	20(1)(vi)	13	2.2%	1.9%	2.6%	6.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					

CHAPTER 8



Overview Of Budget- Related Policies

CHAPTER 8

OVERVIEW OF BUDGET-RELATED POLICIES

Budgeting is central to the process of prioritizing for service delivery and the management of the functions of Council. The Sarah Baartman District Municipality's budgeting process is guided and governed by relevant legislation, regulations and budget related policies.

The following budget-related policies were reviewed as part of the budget planning process:

- Budget policy;
- Banking and Investment Policy;
- Supply Chain Management Policy;
- Virement Policy;
- Credit Control and Debt Collection Policy;
- Revenue By-laws;
- Tariff Policy;
- Sundry Financial Policy;
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management;
- Petty Cash Policy;
- Asset Management Policy; and
- Enterprise Risk Management Policy

The following amendments to the policies were made:

Tariff Policy

Part 2: General Principles –

Under – “The following services shall be considered:” – “Sale of livestock or plants” must be deleted.

Petty Cash Policy

1. Petty Cash Purchases –

“For the purposes of this policy, the maximum amount of petty cash purchases is limited to R1 000 (VAT incl) per day per Directorate” must be changed to R2 000 (VAT incl) per day per Directorate.

All the other policies remain relevant and therefore there were no other changes to the above policies.

It should however be noted that the following policies are in the process of being revised, outside of the budget process, due to the following:

Supply Chain Management Policy

There are amendments to the Preferential Procurement Regulations which form part of this policy. Also, National Treasury has introduced a Model SCM Policy for Infrastructure Procurement and Delivery Management which should either be a separate policy or incorporated into the current policy.

Virement Policy

This policy will be directly affected by the introduction of mSCOA in terms of how monies can be viremented within votes. The municipality is in the process of obtaining clarity on this matter and this policy will need to be effective from 1 July 2017, which is the effective date for mSCOA compliance.

Asset Management Policy

During the year, many weaknesses within this policy were identified in terms of the safeguarding of assets, consequences on loss / damages of assets and replacement of assets. This policy is therefore under major revision.

Based on the above, these policies require major revisions. Once all the necessary clarifications on these policies are attained, the policies will follow the normal consultative processes and tabled to Council for approval.

CHAPTER 9



Overview Of Budget Assumptions

CHAPTER 9

OVERVIEW OF BUDGET ASSUMPTIONS

The 2017/18 – 2019/20 Medium Term Budget has been prepared in a volatile global and local economic market which appears to be gaining momentum in a positive direction. Internal and external factors have been considered in ensuring that realistic and accurate budget assumptions have been adopted in the preparation of a credible budget.

Global Economic Trends

Global growth for 2016 is now estimated at 3.1 percent, in line with the October 2016 forecast. Economic activity is forecast to accelerate in 2017–18, with global growth projected to be 3.4 percent and 3.6 percent, respectively, again unchanged from the October forecasts.

Advanced economies are now projected to grow by 1.9 percent in 2017 and 2.0 percent in 2018, 0.1 and 0.2 percentage points more than in the October forecast, respectively. As noted, this forecast is particularly uncertain in light of potential changes in the policy stance of the United States under the incoming administration. The projection for the United States is the one with the highest likelihood among a wide range of possible scenarios. It assumes a fiscal stimulus that leads growth to rise to 2.3 percent in 2017 and 2.5 percent in 2018.

Growth projections for 2017 have also been revised upward for Germany, Japan, Spain, and the United Kingdom, mostly on account of a stronger-than-expected performance during the latter part of 2016. These upward revisions more than offset the downward revisions to the outlook for Italy and Korea.

The primary factor underlying the strengthening global outlook over 2017–18 is, however, the projected pickup in EMDEs' growth. This projection reflects to an important extent a gradual normalization of conditions in a number of large economies that are currently experiencing macroeconomic strains. EMDE growth is currently estimated at 4.1 percent in 2016, and is projected to reach 4.5 percent for 2017, around 0.1 percentage point weaker than the October forecast. A further pickup in growth to 4.8 percent is projected for 2018.

Risks to the global growth outlook are two sided but are assessed to be skewed to the downside, especially over the medium term. Recent political developments highlight a fraying consensus about the benefits of cross-border economic integration. A potential widening of global imbalances coupled with sharp exchange rate movements, should those occur in response to major policy shifts, could further intensify protectionist pressures. Increased restrictions on global trade and migration would hurt productivity and incomes, and take an immediate toll on market sentiment.

South African Economy

South Africa is a medium-sized economy with a gross domestic product of R4.0 trillion and a population of 55 million. While GDP per capital measurements place SA in the middle income category, the country's high level of income inequality means a significant percentage of the population still lives in poverty, although the percentage has reduced on considerable service

delivery since 1994. The manufacturing and finance sectors are the largest contributors to the economy, with the latter the greatest formal private sector employer.

The South African economy is likely to grow by 1.5% in 2016, afflicted by severe electricity constraints and the downturn in the global commodity cycle. Policy uncertainty, labour unrest and resultant investor uncertainty have also undermined SA's potential growth trajectory in recent years, although South Africa is actively working to ease electricity supply constraints in the longer-term. Economic growth will be constrained in the next few years by infrastructure constraints, albeit easing somewhat toward the end of the period, with the global economy also likely to have reached trend growth by 2019.

Greater unity in the ruling tripartite alliance, with the aim of increasing the ease of doing business, is needed to ensure SA achieves the aims of the National Development Plan (NDP), an economic framework for the country until 2030 that aims to eradicate poverty and reduce inequality and unemployment, the latter to single digits, via sustained, accelerated real growth that trebles the size of the economy and private business sector.

Radical socio-economic transformation was defined "as fundamental change in the structure, systems, institutions and patterns of ownership, management and control of the economy in favour of all South Africans, especially the poor, the majority of whom are African and female, as defined by the governing party which makes policy for the democratic government."

Transformative efforts will be driven by increased state intervention via "legislation, regulations, licensing, budget and procurement as well as Broad-based Black Economic Empowerment Charters to influence the behaviour of the private sector".

Legislation to enforce the transformation outlined in the SONA pertained mainly to land reform, the mining sector, property and public procurement:

- Land reform and land redistribution will continue to be carried out using Constitutional means in terms of the Expropriation Act, which has been referred back to parliament to address Constitutional inconsistencies. The President also made an appeal to land claimants to "accept land instead of financial compensation" with over 90% of claims currently settled through financial compensation.
- The Mining Charter, which is currently under review and according to the Minister of Mineral Resources will be finalised by the end of March 2017, aims to secure the "right of the state to exercise sovereignty over all the mineral and petroleum resources" and "de-racialise the ownership of the mining industry." In addition, the Minerals and Petroleum Resources Development Amendment Bill is expected to be concluded by June 2017. In terms of direct state involvement in mining, the "Mining Company of South Africa Bill" will be presented to Cabinet and Parliament during the course of 2017.
- A draft "Property Practitioners Bill will be published by the Department of Human Settlements" in a bid to address the low levels of Black representation in the property sector.

- Government procurement initiatives are a policy lever to stimulate industrial development and small business enterprises. “(N)ew regulations making it compulsory for big contractors to subcontract 30 percent of business to black owned enterprises have been finalised” will take effect in April 2017.

With the focus on transformation and regulatory action, the SONA provided little in the way of defined new policy initiatives to place the economy on a sustainable faster economic growth path. The SONA reaffirmed that policy continues to be guided by the 9 point economic plan that was announced in the 2015 SONA. However, it was acknowledged that “the economy is still not growing fast enough to create the jobs we need”. Indeed, the unemployment rate has reached 13 year highs.

Contributing to weak economic growth, and by extension to higher unemployment, has been the persistence of legislative and regulatory uncertainty. Policy uncertainty is perceived to have restrained private sector investment which has ultimately dampened potential economic growth. Efforts to finalise the national minimum wage, mining sector legislation as well as improved labour relations, as evidenced by the absence of prolonged strike action in 2016, could lend some support to business confidence. Additionally, electricity generation capacity has increased as new builds come online. Notably, the President reaffirmed the government’s commitment to the Independent Power Producers (IPP) Programme and that “Eskom will sign the outstanding power purchase agreements for renewable energy in line with the procured rounds.” No announcement was made regarding the commissioning of the new nuclear power stations which is likely to alleviate concerns over potential fiscal impacts.

The Budget will maintain the path of fiscal consolidation, particularly as South Africa’s sovereign credit rating remains at risk of a downgrade. Specifically, both S&P and Fitch rate South Africa one notch above non-investment grade, with a negative outlook. The SONA highlighted the government sensitivity to the threat of a sovereign credit rating downgrade by acknowledging that a downgrade would have a “significant impact on our economy.” As such, it can be expected that there will be ongoing concerted efforts to lower the budget deficit and stabilise debt levels.

Socio Economic Trends in the District – Background and Basic Demographic

Stats SA released Census 2011 results, showing that the country’s population grew to 51.8 million people. The Census of 2001 put South Africa’s population at 44.8 million people, and the 2011 Census returned a count of 51.8 million. The difference in the population numbers between 2001 and 2011 is seven million and represents a 15.5% population increase over the last decade.

Census 2011 puts the country’s average age at 25, an indicator that South Africa, albeit getting slightly older compared to the two previous censuses, continues to have a youthful population. The average age according to the 1996 and 2001 census was 22 and 23 respectively. The country has a relatively youthful population, and just over a third of the population was under the age of 15.

The Census 2011 was the third national population and housing count in post-apartheid South Africa. The exercise saw 156 000 field staff employed last year to count more than 14.6 million households.

In line with global trends, South Africa's sex ratio was skewed in favour of women; there were two million more females in the country than men. The 2011 census recorded 27 million females. "This means that on average, South Africa had a sex ratio of 95 (95 males per 100 females).

Meanwhile, South Africa's average household income increased nominally by 113% in 2011 compared to the last census in 2001. The average household income for black Africans was R60 613 while whites were highest at R365 134.

In real terms, the consumer price index (CPI) indicates that income should have increased by 77,5% during this period to have stayed in line with inflation. Therefore income grew above inflation thus suggesting standards of living have improved.

District Economy

Local municipalities are:

Makana (Grahamstown);
Ndlambe (Port Alfred, Alexandria);
Sunday's River Valley, (Kirkwood, Addo);
Blue Crane Route (Pearston, Somerset East, Cookhouse);
Kou-Kamma (Kareedouw, Tsitsikamma);
Kouga (Humansdorp, Jeffrey's Bay, St Francis Bay). and
Dr Beyers Naude (Graaf-Reinet, Jansenville, Willowmore)

In the 2016/17 financial year, 3 local municipalities in the District, former Camdeboo, Ikwezi and Baviaans Municipality amalgamated to form Dr Beyers Naude Local Municipality with the intention of creating a financially viable and sustainable municipality that would be able to deliver basic services to its community in an improved manner.

Sarah Baartman covers the rural western areas of the province. At 58,242 square kilometres, it is the largest of the six districts. The district forms the rural hinterland beyond Port Elizabeth. The coastal belt is a temperate, winter-rainfall area, with rains of 500 to 700 mm per annum and above. The beautiful Tsitsikamma and Baviaans Parks lie in the extreme west of the district, close to the Western Cape. The interior is mostly dry Karoo and grasslands composed of large commercial farms and vast expanses. The historic town of Graaf-Reinet is an important centre in the north of the district. Despite the arid interior, the Sundays and Fish Rivers support extensive irrigated farming and are fed by water from the Orange River under the Fish River Transfer Scheme. Grahamstown, in the east, is home to Rhodes University and the National Arts Festival.

This rural district has a population of about 390,000, with a low population density of seven people per square kilometre. The district has a substantial coloured population (36% of the population), with Africans in the majority (52%) and a higher proportion of whites (11%) than other districts.

Sarah Baartman ranks as a third largest economy of the province, with 9% of provincial value added. Agriculture dominates the district's economy, contributing 28% of all value added and 41% of formal employment. Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape, providing a high proportion of world mohair production. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are strong in the areas around Grahamstown, Cookhouse, Alexandria and Humansdorp. The Langkloof valley is home to deciduous fruit production of apples and pears. Major citrus farming areas are irrigated from the Sundays and Fish Rivers. Deciduous and citrus fruit is exported through Port Elizabeth. Commercial forestry is present around Tsitsikamma and Grahamstown. A small fishing industry operates from St Francis, centred on rock lobster.

The biggest employer is agriculture (32.4%). Manufacturing, centred on agro-processing, is a relatively small sector, providing 10% of value added and 7% of employment. Food and dairy processing and furniture production are present in the larger towns of Grahamstown and Humansdorp. Small businesses and craft co-operatives in the small towns of the Karoo produce wool and mohair garments, mostly hand-knitted. Tourism is well established in Sarah Baartman and the district has established its own network of tourism routes. Tourism attractions include the well-known Tsitsikamma, Baviaans and Addo National Parks and the coastal resorts of Jeffrey's Bay and Port Alfred. Farm tourism is beginning to develop in the Karoo, and Graaf-Reinet is visited for its history and architecture. Many of the place names in the far south of the district have Khoi and San roots. The Khoisan Cultural Village at Tsitsikamma is the first of many planned attractions to reflect this heritage. Government services play a significant role in the economy, providing 28% of value and 23% of formal employment.

Opportunities

- Livestock: Small-stock farming (sheep and goats) in the Karoo can be expanded through farm worker enterprises and to provide wool, mohair and meat for processing. Cattle farming can be developed through mixed farming with game. The commercial dairy industry has its base in the district and is a source for growth.
- Crops: Irrigation can be expanded in the Fish and Sundays River catchments by increasing water transferred from the Orange River, giving opportunities for further citrus production and high value horticultural production (vegetables, flowers, exotics). Sugar beet is being developed in the Fish River Valley between Cookhouse and Cradock.
- Forestry can be expanded to a limited extent in the Tsitsikamma and the areas around Grahamstown, but potential lies more in wood products and links to furniture.
- Fishing: A small fishing fleet operating from St Francis Bay and Port Alfred may have limited opportunities to expand with new quota allocations to the province. Potential lies more in aquaculture.
- Food processing is currently centred on the strong local dairy industry with room for further expansion. Canning and bottling of deciduous and citrus fruits and fruit juices is a major opportunity.

- Wool and mohair can provide the raw material for a growing apparel and garments industry, growing initially from the existing small weavers and craft co-operatives, but diversifying into high-value hand knitted fashion items.
- Furniture has high potential with existing forestry in Tsitsikamma and Grahamstown. High-value custom-made hand-crafted furniture will have higher potential and can develop local employment, with limited opportunities for hardwood furniture.
- Leather and leather goods are already a small local industry, with a base in Grahamstown. The potential lies in high-value fashion leather goods and clothing, automotive seat leather and in exotic hides and skins. As livestock revives, the industry can expand.
- Tourism has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district. A strong base in beach, marina and sports tourism, including surfing, can be developed further. The district has many diverse attractions and has already established tourism to link up and promote tourism.
- Downstream opportunities in the Energy Industry – job creation, skills development, SMME development, etc.

The average growth rate of the Sarah Baartman District is estimated at 1.1%, which is higher than the Provincial growth rate, estimated at 0.3% and slightly lower than the National growth rate of 1.2%. There has been a significant decrease in the growth rate of the District between 1996 (2.6%) to 2007 (1.1%).

There is a correlation between the concentration of people and population growth trends, with Makana, Kouga & Ndlambe experiencing the most significant increases between 1996 and 2007. Camdeboo and Sundays River Valley have also experienced increases over this period. Locally, internal migration trends are predominantly towards the more affluent centres of Makana, Kouga and Ndlambe, presumably by people in search of improved economic opportunities.

Migration trends increase the number of people seeking employment, demand for housing and other associated services in more secure economic areas. Living in larger cities permits individuals and families to take advantage of the opportunities of proximity, diversity, and marketplace competition. Rural migrants are attracted by the possibilities that larger cities can offer, but can find themselves in informal settlements and experience extreme poverty. Migration trends need to be studied and formulated as a planned phenomenon to prevent urban sprawl and the perpetuation of impoverishment. The Medium Term Spatial Framework (MTSF) stipulates that effective and efficient urban management and development should provide employment and economic growth opportunities. Statistical trends of migration within the Sarah Baartman area should be used to influence the Spatial Development Frameworks of affected local municipalities to ensure that correct measures are in place to accommodate an anticipated influx.

The Sarah Baartman District Municipality's Progress Development Indicators

There has been progress on improving the standards of living in the district. The improvement in the Human Development Index has been significant.

The HDI in Sarah Baartman has specific spatial and social characteristics. Those municipalities with an urban bias display a stronger Human Development Index (HDI) demonstrating that human development was higher in urban rather than rural areas.

The reduction in poverty and improvement in living standards can be attributed to steady economic growth over the same period. The problem with unemployment especially in the rural areas is a challenge and is the main reason many people live in poverty. Although social grants have provided a safety net for some people, it is not enough to ensure people live above the poverty line.

According to STATS SA, South Africa's unemployment rate has declined from 23.1% in 2008 to 21.9% April 2009. The unemployment rate in Sarah Baartman also declined between 2006 (32.1 %) and 2007 (31.4%). The Sarah Baartman unemployment rate however remains substantially higher than the South African average. The rate of unemployment in Sarah Baartman can be compared to other African Countries of Cameroon and Equatorial Guinea both of whom hold an unemployment rate of 30%. According to the GID, the unemployment rate has increased from 28.9% in 1996 to 31.4% in 2007.

Unemployment in Sarah Baartman is coupled with slow job growth. Sarah Baartman specific industries are limited with little expansion and or revitalization plans. This situation has resulted in the obvious increase in the number of job seekers. The increasing numbers of unemployed residents erodes the private income source of service provision and increases the demand for social services.

An economy with high unemployment is not utilising all of the labour resources available to it and is thus operating below its productive potential. Such an economy could have higher outputs if all of the available workforce were gainfully employed in industrious enterprises.

The MTSF calls specifically for efforts to be taken to identify and enhance existing economic opportunities in the interests of work creation and sustainable livelihoods.

The current situation in Sarah Baartman requires:

- The mobilisation of existing industries to increase production or add value to existing products;
- The investigation and establishment of new or alternative production industries;
- Labour to become skilled in providing the services required by existing industries;
- A drive to establish and support gainful self-employment; and
- The establishment of a committed work ethic.

Long term unemployment has negative effects beyond impoverishment and social dependency of the jobless. These include:

- During a long period of unemployment, workers can lose their skills, causing a loss of human capital;
- Being unemployed can also reduce the life expectancy of workers by approximately 7 years; and
- High unemployment can encourage xenophobia as workers fear that foreigners could occupy available positions

Summary of Budget Assumptions

The global and national economic outlook seeks to improve and higher growth rates are expected over the medium term. This would eventually impact positively on collection rates of municipalities. The current harsh economic conditions are hard for both the businesses and households which have impacted negatively on the payment for municipal services.

The table hereafter gives a summary of the assumptions used to prepare the medium term budget.

Supporting Table: Social, Economic and Demographic Statistics and Assumptions

Description of Indicator	Economic	2013/2014	2014/2015	2015/2016	2016/2017	2016/2017
Demographics						
Population (Census 2011)						
Economic						
Inflation / inflation outlook (CPIX)	5,6	5,4	5,8	6,0	6,4	
Interest rate – borrowing	N/A	N/A	N/A	N/A	N/A	
Interest rate – investment	6	6,5	6,5	7,0	7,0	
Remuneration increases	6,5	6,8	6,0	7,0	7,0	
Collection Rates						
Property tax / services charges	n/a	n/a	n/a	n/a	n/a	
Rental of facilities & equipment	97%	97%	98%	99%	100%	
Interest – external investments	100%	100%	100%	100%	100%	
Interest – debtors	97%	97%	98%	99%	100%	
Revenue from agency services	100%	100%	100%	100%	100%	

CHAPTER 10



Overview of Budget Funding

CHAPTER 10

OVERVIEW OF BUDGET FUNDING

Review of past performance

Operating expenditure

The overall financial performance results for the 2016/2017 financial year forecasts an operating deficit of R23.9 million. Included in this forecasted deficit are amounts of Accumulated Surplus allocated to projects, based on budget principles and procedures. This is therefore a budgeted deficit and not a real deficit which can only be calculated after the financial year end.

A summarized extract of the statement of financial performance is as follows:

Details	Forecasted Actuals 2015/2016
Revenue	108.8
Expenditure	132.7
Operating Deficit	(23.9)

Expenditure exceeds Revenue by an amount of R23.9 million.

BUDGET STRATEGIES

The Municipality's budget reflects the strategic outcomes embodied in the IDP and related strategic policies. Such a focus represents a shift away from detailed line-item budgeting that tend to focus on inputs. The budget that the Council will consider is at a high level vote, enabling the accounting officer to oversee the implementation and management of the budget in accordance with appropriate policies and internal controls through regular monthly, quarterly and half yearly reports (sections 71, 52 and 72) to Council on financial and outcome performance. The Service Delivery Budget Implementation Plan (SDBIP) linked to the IDP and Budget is also tabled today which will enable performance measurement as agreed in performance contracts of senior officials. Also, the introduction of mSCOA will ensure that reporting is accurate and the information provided is more meaningful to ensure better decision making within the municipality.

FINANCIAL CHALLENGES AND CONSTRAINTS

Since its levy base was reduced by 94% in 2000 with the establishment of the Nelson Mandela Metropolitan Municipality, the SBDM has become dependent on its interest earnings to fund its operating expenditure.

The SBDM still faces two main financial challenges:

- either increasing its discretionary revenue base or reducing its operating expenditure in order to become less dependent on interest earnings and contributions from the accumulated surpluses to balance its budget; and
- Achieving long term financial sustainability.

In the ever evolving local government environment there are significant challenges for municipalities to meet legislative requirements, particularly in the areas of governance and the MFMA. The SBDM's efforts to comply with the Municipal Finance Management Act as well as all relevant legislation and the audit opinion are a good example. In order to meet these ever increasing obligations, new skills, systems, additional financial resources and personnel are required.

Over the last few years, staff numbers have remained constant, with compliance requirements increasing and additional functions to be performed. The increased payroll costs is due to inflation increases and is been funded from interest earnings, equitable share and the Levy Replacement Grant.

Unfortunately, the Equitable Share of national revenue is inadequate, which has forced the SBDM to become even more reliant on interest earnings and accumulated surplus to finance operating expenditure. The SBDM's Equitable Share Grant (including Levy Replacement Grant) increased by a mere 3.4%, whilst payroll costs increased by 7%. The municipality's effort to balance the budget, to achieve financial sustainability in the medium term remains a challenge.

While SBDM expected the equitable share to increase in line with the CPIX figures provided in the Treasury circular, this did not materialize.

The SBDM believes that it cannot credibly promote its district or successfully and lobby for funds from other sources unless it demonstrates that it:

- Can plan and manage strategically;
- Can prioritize and spend funds efficiently on development programmes; and
- Promote the development facilitation role.

In respect of the first, it believes that its new approach to strategic planning through its support and capacity building initiatives to the Local Municipalities is a step in the right direction.

In order to achieve the second, the SBDM needs to do two things:

- Complete projects in a timely manner and within budget; and
- Identify ways of increasing its productivity and reducing its operating expenditure to level which can be funded within its sustainable discretionary funding envelope.

The medium-term budget for the next three years was prepared within the context of government's macro-economic framework as well as NT guidelines.

2.2 Main Sources of Revenue

The Municipality's main sources of sustainable own discretionary revenue over the medium term will be Equitable Share, which includes the Levy Replacement Grant and will amount to R85 million for the 2017/2018 financial year. The allocations for the outer years are R88 million and R91 million respectively, which represents an increase of 3.5% and 3.4% respectively. The review of the local government fiscal framework by NT has had a significant impact on the SBDM's revenue budget with the phasing out of RSC levies; the municipality is now exclusively dependent on grant funding to finance its operations.

The new direction of the municipality in playing a more extensive role in supporting the Local Municipalities through lobbying for funding for key infrastructure projects is intended to provide a new revenue stream for the municipality. Also, the initiatives planned to assess the feasibility on the municipality performing mandated functions itself, which are currently being performed by the Local Municipalities, may create additional revenue streams for the municipality.

The estimated income from our main sources of discretionary revenue for the 2017/2018 financial year amounts to R102.8 million, this excludes other Income.

These are:

Income Source	Budget 2016/2017	Budget 2017/2018	Increase/ Decrease
	R	R	%
Interest on Investments	18.4	18.0	(2.2)
Equitable Share	21.4	22.6	5.6
Levy Replacement Grant	60.6	62.2	2.6
Total	100.4	102.8	2.4

Financial Sustainability

Financial sustainability can be defined as government's ability to manage its finances so it can meet its spending commitments, both now and in the future. It ensures future generations of taxpayers do not face an unmanageable tax burden for government services provided to the current generation.

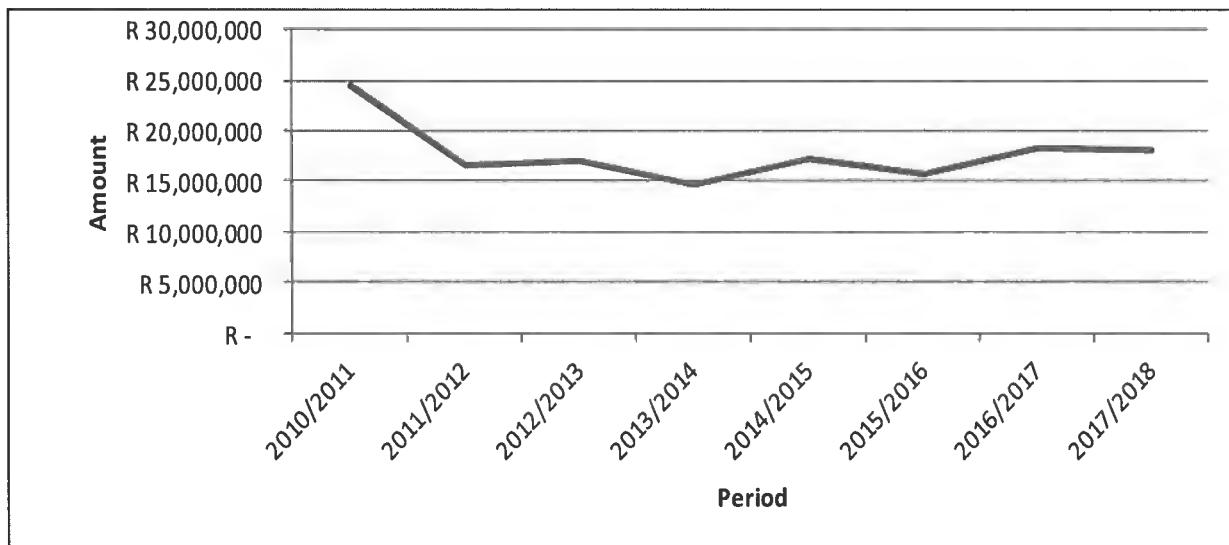
Indicators which could provide evidence of unsustainable or sustainable financial practices can be classified into:

- Income generating efforts;
- Efficiently delivered services that are appropriate to needs;
- Short term and long term financial obligations; and
- Ability to maintain, renew and upgrade assets.

The SBDM has struggled to perform its legal mandate because of its inadequate revenue base. Due to the fact that it had its tax base significantly reduced since the abolishment of RSC levies; it is now totally dependent on national government grants to finance its operating expenditure. Since 2002, in spite of a limited revenue base, additional functions such as fire fighting services, environmental health as well as onerous legislative compliance requirements which have placed enormous demands on the institution, which resulted in the increase in its staff establishment to respond to the additional responsibilities, it nevertheless managed to make a significant contribution to the improvement of the quality of life of the inhabitants in the district.

In order to respond to these challenges, the municipality had to adopt a pragmatic approach to ensure that it is able to continue providing services and add value in the district. Over a number of years it has been able to maintain reserve funds (Capital Replacement Reserve), which have recently been transferred to the Accumulated Surplus Account. It has only been possible to maintain service standards through the use of interest on investments to finance operating expenditure. In the 2017/18 Operating Budget it is estimated that an amount of R18 million will be used to finance operating expenditure. This represents 17.5% of available discretionary sources of revenue. The interest income has been based on an average interest rate of 7% being earned in the 2016/17 financial year. Interest rates are being increased and currently money invested earns an average of 7 % interest. Detailed below is a graph which gives an indication of how interest earnings have been used to balance the budget.

Growth in the use of interest to finance Operating Expenditure



Although there are concerns that this financing approach is not sustainable in the long term, the municipality has no other funding option at this stage in its history. It is obvious that the municipality would be ineffective if it had to reduce its expenditure and its staff establishment within the limits of available discretionary resources excluding interest income.

National Treasury has advised that it will continue to compensate district municipalities through the Levy Replacement Grant (LRG).

Reforms will however be made to the Levy Replacement Grant in future to make it more reflective of the extent of service delivery responsibilities of the municipality rather than historical RSC levy collection rates. This is very good news for the Sarah Baartman District, as grants to the municipality have been calculated on a low baseline amount. Revisions to the local government fiscal framework are being considered, including determining appropriate funding for district municipalities, which will be informed by the outcomes of the COGTA White Paper policy review.

Until that process has been finalized, it is evident that the current funding approach will have to be maintained to ensure that service provision is not disrupted or compromised.

It is, however, incumbent on the management and political representatives to ensure that the utilization of unsustainable revenue sources to finance operating expenditure is undertaken in a responsible manner and that a capping is placed on the utilization of the accumulated surplus until a clearer picture emerges of future district municipality's revenue sources. The municipality is confident that the new strategic direction as reflected in the IDP will result in the municipality benefiting from supporting the Local Municipalities in lobbying initiatives for key infrastructure needs within the District as well as the limitations placed on the utilization of the accumulated surplus and innovative cost containment measures.

Capital expenditure

Capital expenditure for the 2017/2018 financial year is detailed in Annexure "E".

Funding sources

The capital expenditure will be funded from Accumulated Surpluses. In 2017/2018 financial year, approximately R1 million will be financed from Accumulated surpluses.

Funding arrangements and strategies

The Sarah Baartman District Municipality has numerous funding options available, both short term and long term financing that are in line with the MFMA. The Sarah Baartman District Municipality Budget and Treasury Office (BTO) continuously analyses current and available financing arrangements, with an aim of identifying best financing mix. The BTO also monitors that the funding mix is in line with prudent indicators such as the revenue-to-debt ratio.

Short term funding

Section 45 of MFMA guides short-term borrowing of municipalities. Liquidity management is of paramount significance in a robust risk management framework. Due to a weak tax base Sarah Baartman District Municipality does not use loan funding to finance capital expenditure.

As part of innovative initiatives to be investigated by the municipality, the option of front-loading will be considered to assist the Local Municipalities to fast-track service delivery in an attempt to enhance the revenue base of the municipalities to assist in addressing the financial sustainability risk facing the municipalities.

Investments

Investments for the Sarah Baartman District Municipality are done in accordance with and adherence to the Municipal Investment Regulation of the MFMA, Sarah Baartman District Municipality's Investments Policy and other relevant legislation. Cash flow forecast and liquidity needs by the Sarah Baartman District Municipality provides guidance for the type of investments employed and tenor thereof. The investments are made with primary regard for the risk profile and appetite of the investment, liquidity needs of the Sarah Baartman District Municipality and the return on investments.

The BTO is obliged to invest all the Sarah Baartman District Municipality's funds within approved limits with counter parties' approval by Council. Due to high liquidity needs of the Sarah Baartman District Municipality, the investment portfolio constitutes mainly of money market instruments. The BTO continuously analyses the market for good investment opportunities relative to appropriate benchmarks and market conditions.

Measures of financial performance

- Current ratio shall not be less than 1 %
- Debt revenue shall be limited to 25%
- Salaries to operating not more than 30%
- Cost coverage ratio should cover at least one month.

The table below reflects the projected ratio's of the Sarah Baartman District Municipality.

	Bench-mark	2015/16	2016/17	2017/18
Current Ratio	2:1	2:1	2:1	2:1
Salaries as a % of Operating Expenditure (excl. Grants)	30%	34%	33%	39%

Current ratio

- Current ratio measures the ability of the Sarah Baartman District Municipality to pay its current liabilities out of the current assets. The industry usually looks for a ratio of 2:1; however the acceptable current ratio is 1:1 for municipalities.
- The current ratio is above 1:1 which means that the Sarah Baartman District Municipality will be able to meet its short term obligation if the trend continues.
- The ratio needs to be given utmost attention and the Sarah Baartman District Municipality will have to create cash through the operating account (minimise costs) to maintain liquidity.

Salaries ratio

Employee costs represent 39% of the total expenditure including project expenditure for the 2017/18 financial year. It should however be pointed out that the payroll costs as a percentage of the discretionary revenue is 50%.

Ratio analysis

The current debt to revenue ratio need to be maintained going forward. The financial plan tries not to place more pressure on those ratios that are stretched (current ratios) and projects improved financial ratios in the outer financial years.

The level of capital investment and infrastructure projects in the outer years depends on (cash) surpluses and the financial plan is utilizing these (cash) surpluses towards capital infrastructure investments and soft support and capacity building programmes.

Challenges

The Sarah Baartman District Municipality is facing the following challenges:

- Dependence on grant funding;
- Collectively managing the cost down (doing more with less);
- Reviewing all Sarah Baartman District Municipality's services and programs for operational efficiencies to improve service levels and delivery;
- Exploring opportunities for cost saving (shared services); and
- Exploring Management and Renewals Strategy.
- Additional function such as Environment Health services and Fire Fighting services and decreasing Equitable of national revenues.

Financial Risks

The financial risks include:

- Changes in economic variables like inflation, petrol price, etc;
- Current economic downscale and the impact on payment levels and grant funding;
- Unemployment trends; and
- Global financial instability.

The Sarah Baartman District Municipality's financial viability has been planned through financial modeling over five (5) years, the focus being on its financial performance, financial position and the cash flow statement. The plan is based on a number of assumptions. The assumptions have been developed to reflect a sustainable financial position over a planned period and to ensure that there is sufficient capacity to fund operating and capital expenditure. The plan seeks to address short-term and to achieve long-term financial stability while maintaining user charges/tariffs within reasonable levels.

The long-term financial plan has taken a conservative approach in projecting the Sarah Baartman District Municipality's financial position in the outer years.

The Sustainability Assessment Report clearly identifies the risks of the current funding strategies and highlights the going concern risk that faces the municipality, thus forcing the municipality to limit the utilization of its accumulated surplus to avoid future cash flow problems in the medium term.

Statement of tariff setting and revenue strategies

The MFMA requires annual budgets of municipalities to be funded by realistically anticipated revenue to be collected, based on the collection level to date and the actual revenue collected in previous financial years.

The Sarah Baartman District Municipality annually reviews the tariffs to ascertain whether they are still capable of producing the required revenue envelope, taking note of the prevailing trends. This process of tariff setting takes place within the framework of the Sarah Baartman District Municipality's Tariff Policy, which is based on social, economic and financial principles.

While the Sarah Baartman District Municipality is committed to maintain tariff increases within the forecasted inflation, increases above inflation are applied to some services (mainly major trading services) due to budgetary requirements aimed at sustaining service provision.

For the 2017/18 financial year tariff increases for the major services were driven by the following broad considerations:

- The projected electricity and fuel levy increases;
- The deteriorated economic outlook; and
- The impact of inflation and other cost increases.

Informed by the aforementioned considerations, the Sarah Baartman District Municipality will increase tariffs for its services

It should however be noted that the revenue generated through the tariffs set is insignificant as the municipality do not charge tariffs for basic services. Also, the Environmental Health and Fire Services functions of the municipality are performed by the local municipalities and no tariffs were previously charged for these functions.

The scheduled of tariffs and charges is attached as Annexure “F”.

CHAPTER 11



**Expenditure On
Allocations And Grant
Programme**

DC10 Sarah Baartman - Supporting Table SA18 Transfers and grant receipts

Description R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		77,620	85,538	86,282	86,525	88,325	88,325	89,310	94,649	94,497
Local Government Equitable Share		19,258	22,501	21,827	21,420	21,420	21,420	22,641	24,097	25,048
RSC Levy Replacement		55,833	57,507	58,932	60,594	60,594	60,594	62,184	64,080	65,964
Finance Management		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,000	1,000
Municipal Systems Improvement		1,279	934	940	—	—	—	—	3,123	—
Restructuring grant		—	—	—	—	—	—	—	—	—
Municipal Infrastructure Grant		—	—	—	—	—	—	—	—	—
Other transfers/grants [insert description]		—	3,346	3,333	3,261	5,061	5,061	3,235	2,349	2,485
Provincial Government:		14,691	3,846	9,150	—	—	—	—	—	—
Pensioners		4,581	3,846	4,983	—	—	—	—	—	—
Other grants		10,110	—	4,167	—	—	—	—	—	—
Other transfers/grants [insert description]										
District Municipality:		3,941	—	—	1,000	1,000	1,000	1,000	—	—
<i>Local Municipality</i>		3,941	—	—	1,000	1,000	1,000	1,000	—	—
Other grant providers:		1,138	—	—	—	—	—	—	—	—
<i>Development Bank of SA</i>		1,138	—	—	—	—	—	—	—	—
Total Operating Transfers and Grants	5	97,390	89,384	95,432	87,525	89,325	89,325	90,310	94,649	94,497
Capital Transfers and Grants										
National Government:		—	—	—	—	—	—	—	—	—
Other capital transfers/grants [insert desc]										
Provincial Government:		—	—	—	—	—	—	—	—	—
Other capital transfers/grants [insert description]										
District Municipality:		—	—	—	—	—	—	—	—	—
<i>Local Municipality</i>		—	—	—	—	—	—	—	—	—
Other grant providers:		—	—	—	—	—	—	—	—	—
<i>Development Bank of SA</i>		—	—	—	—	—	—	—	—	—
Total Capital Transfers and Grants	5	—	—	—	—	—	—	—	—	—
TOTAL RECEIPTS OF TRANSFERS & GRANTS		97,390	89,384	95,432	87,525	89,325	89,325	90,310	94,649	94,497

DC10 Sarah Baartman - Supporting Table SA19 Expenditure on transfers and grant programme

Description R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
EXPENDITURE:	1									
<u>Operating expenditure of Transfers and Grants</u>										
National Government:		77,620	85,538	86,282	86,525	88,325	88,325	89,310	94,649	94,497
Local Government Equitable Share		19,258	22,501	21,827	21,420	21,420	21,420	22,641	24,097	25,048
RSC Levy Replacement		55,833	57,507	58,932	60,594	60,594	60,594	62,184	64,080	65,964
Finance Management		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,000	1,000
Municipal Systems Improvement		1,279	934	940	—	—	—	—	3,123	—
Restructuring grant		—	—	—	—	—	—	—	—	—
Municipal Infrastructure Grant		—	—	—	—	—	—	—	—	—
Other transfers/grants [insert description]		—	3,346	3,333	3,261	5,061	5,061	3,235	2,349	2,485
Provincial Government:		12,945	—	—	—	—	—	—	—	—
Pensioners		4,581	—	—	—	—	—	—	—	—
Other grants		8,364	—	—	—	—	—	—	—	—
Other transfers/grants [insert description]										
District Municipality:		—	—	1,000	1,000	1,000	1,000	1,000	—	—
<i>Local Municipality</i>		—	—	1,000	1,000	1,000	1,000	1,000	—	—
Other grant providers:		—	—	—	—	—	—	—	—	—
<i>Development Bank of SA</i>		—	—	—	—	—	—	—	—	—
Total operating expenditure of Transfers and Grants:		90,565	85,538	87,282	87,525	89,325	89,325	90,310	94,649	94,497
<u>Capital expenditure of Transfers and Grants</u>										
National Government:		—	—	—	—	—	—	—	—	—
Other capital transfers/grants [insert desc]		—	—	—	—	—	—	—	—	—
Provincial Government:		—	—	—	—	—	—	—	—	—
Other capital transfers/grants [insert description]		—	—	—	—	—	—	—	—	—
District Municipality:		—	—	—	—	—	—	—	—	—
<i>Local Municipality</i>		—	—	—	—	—	—	—	—	—
Other grant providers:		—	—	—	—	—	—	—	—	—
<i>Development Bank of SA</i>		—	—	—	—	—	—	—	—	—
Total capital expenditure of Transfers and Grants		—	—	—	—	—	—	—	—	—
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		90,565	85,538	87,282	87,525	89,325	89,325	90,310	94,649	94,497

DC10 Sarah Baartman - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Operating transfers and grants:										
National Government:										
Balance unspent at beginning of the year		280	—	—	—	—	—	—	—	—
Current year receipts		80,133	85,538	86,282	86,525	86,525	86,525	89,310	94,649	94,497
Conditions met - transferred to revenue		80,413	85,538	86,282	86,525	86,525	86,525	89,310	94,649	94,497
Conditions still to be met - transferred to liabilities		—	—	—	—	—	—	—	—	—
Provincial Government:										
Balance unspent at beginning of the year		19,617	1,235	—	—	—	—	—	—	—
Current year receipts		—	598	9,150	—	—	—	—	—	—
Conditions met - transferred to revenue		11,898	1,833	9,150	—	—	—	—	—	—
Conditions still to be met - transferred to liabilities		7,719	—	—	—	—	—	—	—	—
District Municipality:										
Balance unspent at beginning of the year		2,118	3,114	—	—	—	—	—	—	—
Current year receipts		5,797	—	—	—	—	—	—	—	—
Conditions met - transferred to revenue		3,941	1,557	—	—	—	—	—	—	—
Conditions still to be met - transferred to liabilities		3,973	1,557	—	—	—	—	—	—	—
Other grant providers:										
Balance unspent at beginning of the year		1,168	456	—	—	—	—	—	—	—
Current year receipts		456	—	—	—	1,800	1,800	—	—	—
Conditions met - transferred to revenue		1,138	456	—	—	1,800	1,800	—	—	—
Conditions still to be met - transferred to liabilities		486	—	—	—	—	—	—	—	—
Total operating transfers and grants revenue		97,390	89,384	95,432	86,525	88,325	88,325	89,310	94,649	94,497
Total operating transfers and grants - CTBM	2	12,178	1,557	—	—	—	—	—	—	—
Capital transfers and grants:										
National Government:										
Balance unspent at beginning of the year		—	—	—	—	—	—	—	—	—
Current year receipts		—	—	—	—	—	—	—	—	—
Conditions met - transferred to revenue		—	—	—	—	—	—	—	—	—
Conditions still to be met - transferred to liabilities		—	—	—	—	—	—	—	—	—
Provincial Government:										
Balance unspent at beginning of the year		—	—	—	—	—	—	—	—	—
Current year receipts		—	—	—	—	—	—	—	—	—
Conditions met - transferred to revenue		—	—	—	—	—	—	—	—	—
Conditions still to be met - transferred to liabilities		—	—	—	—	—	—	—	—	—
District Municipality:										
Balance unspent at beginning of the year		—	—	—	—	—	—	—	—	—
Current year receipts		—	—	—	—	—	—	—	—	—
Conditions met - transferred to revenue		—	—	—	—	—	—	—	—	—
Conditions still to be met - transferred to liabilities		—	—	—	—	—	—	—	—	—
Other grant providers:										
Balance unspent at beginning of the year		—	—	—	—	—	—	—	—	—
Current year receipts		—	—	—	—	—	—	—	—	—
Conditions met - transferred to revenue		—	—	—	—	—	—	—	—	—
Conditions still to be met - transferred to liabilities		—	—	—	—	—	—	—	—	—
Total capital transfers and grants revenue		—	—	—	—	—	—	—	—	—
Total capital transfers and grants - CTBM	2	—	—	—	—	—	—	—	—	—
TOTAL TRANSFERS AND GRANTS REVENUE		97,390	89,384	95,432	86,525	88,325	88,325	89,310	94,649	94,497
TOTAL TRANSFERS AND GRANTS - CTBM		12,178	1,557	—	—	—	—	—	—	—

CHAPTER 12



**Allocation And Grants
Made By The
Municipality**

DC10 Sarah Baartman - Supporting Table SA21 Transfers and grants made by the municipality

Description R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<u>Cash Transfers to other municipalities</u>											
Environmental Health Subsidy	1	7,699	9,020	9,500	10,000	10,000	10,000		10,000	10,590	11,210
Fire Services		6,851	2,125	4,732	8,000	10,000	10,000		8,500	-	-
Total Cash Transfers To Municipalities:		14,550	11,145	14,232	18,000	20,000	20,000	-	18,500	10,590	11,210
<u>Cash Transfers to Entities/Other External Mechanisms</u>											
Environmental Health Subsidy	2	4,957	4,000	1,000	4,500	4,500	4,500		5,000	5,500	5,500
Development Agency		9,419	7,343	12,575	4,511	4,511	4,511		4,485	3,349	3,485
Grant operating expenditure											
Total Cash Transfers To Entities/Ems'		14,376	11,343	13,575	9,011	9,011	9,011	-	9,485	8,849	8,985
<u>Cash Transfers to other Organs of State</u>											
Environmental Health Subsidy	3										
Total Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
<u>Cash Transfers to Organisations</u>											
Environmental Health Subsidy											
Total Cash Transfers To Organisations		-	-	-	-	-	-	-	-	-	-
<u>Cash Transfers to Groups of Individuals</u>											
Environmental Health Subsidy											
Total Cash Transfers To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL CASH TRANSFERS AND GRANTS	6	28,927	22,488	27,807	27,011	29,011	29,011	-	27,985	19,439	20,195
<u>Non-Cash Transfers to other municipalities</u>											
Insert description	1										
Total Non-Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
<u>Non-Cash Transfers to Entities/Other External Mechanisms</u>											
Environmental Health Subsidy	2										
Total Non-Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
<u>Non-Cash Transfers to other Organs of State</u>											
Environmental Health Subsidy	3										
Total Non-Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
<u>Non-Cash Grants to Organisations</u>											
Environmental Health Subsidy	4										
Total Non-Cash Grants To Organisations		-	-	-	-	-	-	-	-	-	-
<u>Groups of Individuals</u>											
Environmental Health Subsidy	5										
Total Non-Cash Grants To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS	6	28,927	22,488	27,807	27,011	29,011	29,011	-	27,985	19,439	20,195
TOTAL TRANSFERS AND GRANTS											

CHAPTER 13



**Councillor and Board
Members Allowances
and Employee Benefits**

DC10 Sarah Baartman - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Councillors (Political Office Bearers plus Other)	1	A	B	C	D	E	F	G	H	I
Basic Salaries and Wages		3,929	4,158	4,363	4,722	4,722	4,338	4,748	5,028	5,320
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance		1,893	1,381	1,415	1,546	1,546	1,419	1,547	1,638	1,734
Cellphone Allowance		250	250	210	250	250	165	286	302	320
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		91	618	619	796	796	454	1,063	1,126	1,191
Sub Total - Councillors		6,164	6,407	6,607	7,314	7,314	6,375	7,644	8,095	8,564
% increase	4		4.0%	3.1%	10.7%	-	(12.8%)	19.9%	5.9%	5.8%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		4,277	4,592	4,924	3,393	3,393	3,573	5,239	5,548	5,870
Pension and UIF Contributions		389	415	436	226	226	93	102	108	114
Medical Aid Contributions		57	60	61	-	-	53	62	65	69
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		154	164	325	253	253	64	310	328	347
Motor Vehicle Allowance	3	605	564	564	713	713	324	516	547	578
Cellphone Allowance	3	25	25	25	25	25	27	37	39	42
Housing Allowances	3	6	6	7	-	-	9	10	10	11
Other benefits and allowances	3	137	148	153	67	67	113	159	168	177
Payments in lieu of leave		-	-	-	-	-	2	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		5,650	5,974	6,495	4,677	4,677	4,258	6,434	6,813	7,208
% increase	4		5.7%	8.7%	(28.0%)	-	(9.0%)	51.1%	5.9%	5.8%
Other Municipal Staff										
Basic Salaries and Wages		23,035	19,040	16,768	29,295	29,295	23,771	28,930	30,637	32,414
Pension and UIF Contributions		1,839	1,791	1,431	2,146	2,146	1,547	2,116	2,241	2,371
Medical Aid Contributions		4,434	4,631	6,681	6,537	6,537	4,778	5,361	5,411	5,464
Overtime		335	321	-	-	-	247	-	-	-
Performance Bonus		501	575	640	1,427	1,427	1,053	980	1,038	1,098
Motor Vehicle Allowance	3	1,130	958	940	1,746	1,746	1,340	1,050	1,112	1,176
Cellphone Allowance	3	135	135	135	144	144	132	144	153	163
Housing Allowances	3	90	105	117	234	234	204	214	227	240
Other benefits and allowances	3	979	1,191	613	758	758	803	1,950	2,085	2,183
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Other Municipal Staff		32,480	28,748	27,325	42,286	42,286	33,875	40,745	42,883	45,108
% increase	4		(11.5%)	(4.9%)	54.8%	-	(19.9%)	20.3%	5.2%	5.2%
Total Parent Municipality		44,293	41,130	40,427	54,277	54,277	44,508	54,822	57,791	60,881
			(7.1%)	(1.7%)	34.3%	-	(18.0%)	23.2%	5.4%	5.3%
Board Members of Entities										
Basic Salaries and Wages		-	-	-	-	-	-	-	-	-
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance	3	-	-	-	-	-	-	-	-	-
Cellphone Allowance	3	-	-	-	-	-	-	-	-	-
Housing Allowances	3	-	-	-	-	-	-	-	-	-
Other benefits and allowances	3	-	-	-	-	-	-	-	-	-
Board Fees		87	120	126	108	108	-	-	-	-
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Board Members of Entities		87	120	126	108	108	-	-	-	-
% increase	4		38.0%	4.6%	(14.3%)	-	(100.0%)	-	-	-
Senior Managers of Entities										
Basic Salaries and Wages		-	-	1,811	1,944	1,944	-	-	-	-
Pension and UIF Contributions		-	-	4	4	4	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	220	136	136	-	-	-	-
Motor Vehicle Allowance	3	-	-	-	-	-	-	-	-	-
Cellphone Allowance	3	-	-	-	-	-	-	-	-	-
Housing Allowances	3	-	-	-	-	-	-	-	-	-
Other benefits and allowances	3	-	-	18	19	19	-	-	-	-
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	6	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Entities		-	-	2,053	2,103	2,103	-	-	-	-
% increase	4		-	-	2.4%	-	(100.0%)	-	-	-

Other Staff of Entities										
Basic Salaries and Wages		-	-	2,550	2,730	2,730				
Pension and UIF Contributions		-	-	6	7	7				
Medical Aid Contributions		-	-	-	-	-				
Overtime		-	-	-	-	-				
Performance Bonus		-	-	-	162	162				
Motor Vehicle Allowance	3	-	-	-	-	-				
Cellphone Allowance	3	-	-	-	-	-				
Housing Allowances	3	-	-	-	-	-				
Other benefits and allowances	3	-	-	19	28	28				
Payments in lieu of leave		-	-	-	-	-				
Long service awards		-	-	-	-	-				
Post-retirement benefit obligations	6	-	-	-	-	-				
Sub Total - Other Staff of Entities		-	-	2,575	2,927	2,927				
% Increase	4		-	-	13.7%	-	(100.0%)	-	-	-
Total Municipal Entities		87	120	4,754	5,138	5,138	-	-	-	-
TOTAL SALARY, ALLOWANCES & BENEFITS		44,381	41,250	45,180	59,415	59,415	44,508	54,822	57,791	60,881
% Increase	4		(7.1%)	9.5%	31.5%	-	(25.1%)	23.2%	5.4%	5.3%
TOTAL MANAGERS AND STAFF	5,7	38,130	34,722	38,447	51,993	51,993	38,133	47,178	49,696	52,317

DC10 Sarah Baartman - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.		Ref	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.					2.
Councillors	3								
Speaker	4			507,200	10,500	213,900			731,600
Chief Whip				—	—	—			—
Executive Mayor				634,000	12,300	272,500			918,800
Deputy Executive Mayor				—	—	—			—
Executive Committee				2,377,400	50,300	987,000			3,414,700
Total for all other councillors				1,229,600	52,700	1,296,300			2,578,600
Total Councillors	8	—		4,748,200	125,800	2,769,700			7,643,700
Senior Managers of the Municipality	5								
Municipal Manager (MM)				1,098,700	25,900	196,200	76,100		1,396,900
Chief Finance Officer				911,200	16,600	159,000	62,200		1,149,000
Director: Infrastructure				911,200	16,600	159,000	62,200		1,149,000
Director:Economic Development'				911,200	16,600	159,000	62,200		1,149,000
<i>List of each official with packages >= senior manager</i>									
Total Senior Managers of the Municipality	8,10	—		3,832,300	75,700	673,200	262,700		4,843,900
A Heading for Each Entity	6,7								
List each member of board by designation									
Total for municipal entities	8,10	—		—	—	—	—		—
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	—		8,580,500	201,500	3,442,900	262,700		12,487,600

DC10 Sarah Baartman - Supporting Table SA24 Summary of personnel numbers

Number	Ref	2015/16			Current Year 2016/17			Budget Year 2017/18		
		1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)			30	—	30	30	—	30	30	—
Board Members of municipal entities	4	5	—	5	5	5	—	5	5	—
Municipal employees	5									
Municipal Manager and Senior Managers	3	4	—	4	4	—	4	4	—	4
Other Managers	7	15	—	15	15	—	15	15	—	15
Professionals										
Finance		7	5	2	7	5	2	7	5	2
Spatial/town planning		6	4	2	6	4	2	6	4	2
Information Technology		—	—	—	—	—	—	—	—	—
Roads		1	1	—	1	1	—	1	1	—
Electricity		—	—	—	—	—	—	—	—	—
Water		—	—	—	—	—	—	—	—	—
Sanitation		—	—	—	—	—	—	—	—	—
Refuse		—	—	—	—	—	—	—	—	—
Other		—	—	—	—	—	—	—	—	—
Technicians		24	11	13	24	11	13	24	11	13
Finance		8	3	5	8	3	5	8	3	5
Spatial/town planning		1	—	1	1	—	1	1	—	1
Information Technology		—	—	—	—	—	—	—	—	—
Roads		—	—	—	—	—	—	—	—	—
Electricity		—	—	—	—	—	—	—	—	—
Water		—	—	—	—	—	—	—	—	—
Sanitation		—	—	—	—	—	—	—	—	—
Refuse		—	—	—	—	—	—	—	—	—
Other		15	8	7	15	8	7	15	8	7
Clerks (Clerical and administrative)		25	18	7	25	18	7	25	18	7
Service and sales workers		7	4	3	7	4	3	7	4	3
Skilled agricultural and fishery workers		—	—	—	—	—	—	—	—	—
Craft and related trades		—	—	—	—	—	—	—	—	—
Plant and Machine Operators		—	—	—	—	—	—	—	—	—
Elementary Occupations		—	—	—	—	—	—	—	—	—
TOTAL PERSONNEL NUMBERS	9	117	38	79	117	38	79	117	38	79
% Increase					—	—	—	—	—	—
Total municipal employees headcount	6, 10	106	33	73	106	33	73	90	32	58
Finance personnel headcount	8, 10	23	9	14	23	9	14	23	8	12
Human Resources personnel headcount	8, 10	3	1	2	3	1	2	3	1	2

CHAPTER 14



**Monthly Targets For
Revenue, Expenditure
And Cash Flow**

DC10 Sarah Baartman - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure

R thousand	Description	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	
Revenue By Source																		
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rental of facilities and equipment	113	113	113	113	113	113	113	113	113	113	113	113	113	113	1350	1 430	1 500	
Interest earned - external investments	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	18 000	17 000	16 000	
Interest earned -outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Agency services	4	4	4	4	4	4	4	4	4	4	4	4	4	4	50	53	56	
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	89 310	94 649	94 497	
Other revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21 644	12 383	9 836	
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue (excluding capital transfers and contributions)	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	112 570	130 354	125 515	121 889	
Expenditure By Type																		
Employee related costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	47 957	47 957	50 520	53 188
Remuneration of councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7 644	7 644	8 095	8 564
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 109	2 109	2 233	2 364
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2 200	2 200	2 390	2 480
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	27 985	19 439	20 195	20 195
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	42 459	42 839	35 098	35 098
Other expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	130 354	130 354	125 515	121 889
Surplus/(Deficit)	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	(17 783)	-	-	-	
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	(17 783)	-	-	-	
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	1	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	(17 783)	-	-	-
Surplus/(Deficit)	1	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	1 617	(17 783)	-	-	-	
References																		

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

DC10 Sarah Baartman - Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description R thousand	Ref	Budget Year 2017/18										Medium Term Revenue and Expenditure Framework					
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18 2018/19	Budget Year +1 2018/19	Budget Year +2 2019/20	
Revenue by Vote																	
Vote 1 - Executive and Council		417	417	417	417	417	417	417	417	417	417	417	417	778	5 362	9 335	
Vote 2 - Finance and Corporate Services		35 753	1 823	83	83	83	83	83	83	83	83	83	83	1 823	106 700	107 885	
Vote 3 - Planning and Infrastructure development		83												83	1 000	-	-
Vote 4 - Health														-	-	-	-
Vote 5 - Community Services														-	-	-	-
Vote 6 - Housing														-	490	-	-
Vote 7 - Public Safety														-	14 567	5 947	3 749
Vote 8 - Sport and Recreation														-	-	-	-
Vote 9 - Waste Management														-	-	-	-
Vote 10 - Roads														-	-	-	-
Vote 11 - Water														-	-	-	-
Vote 12 - Electricity														-	-	-	-
Vote 13 - Tourism														-	-	-	-
Vote 14 - [NAME OF VOTE 14]														-	-	-	-
Vote 15 - [NAME OF VOTE 15]														-	-	-	-
Total Revenue by Vote		36 253	4 423	4 423	4 423	4 423	4 423	4 423	4 423	4 423	4 423	4 423	4 423	27 770	2 684	130 354	125 515
Expenditure by Vote to be appropriated																	121 889
Vote 1 - Executive and Council		2 990	2 990	2 990	2 990	2 990	2 990	2 990	2 990	2 990	2 990	2 990	2 990	2 990	2 989	35 875	39 416
Vote 2 - Finance and Corporate Services		3 232	3 232	3 232	3 232	3 231	3 231	3 231	3 231	3 231	3 231	3 231	3 231	3 232	3 433	38 984	41 612
Vote 3 - Planning and Infrastructure development		995	995	995	995	995	995	995	995	995	995	995	995	995	11 943	10 280	10 665
Vote 4 - Health		1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	12 378	12 778	13 504
Vote 5 - Community Services														-	-	-	-
Vote 6 - Housing														0	919	454	481
Vote 7 - Public Safety														2 021	24 248	12 130	10 555
Vote 8 - Sport and Recreation														-	-	100	100
Vote 9 - Waste Management														-	-	-	-
Vote 10 - Roads														-	-	-	-
Vote 11 - Water														-	-	-	-
Vote 12 - Electricity														-	-	-	-
Vote 13 - Tourism														-	-	-	-
Vote 14 - [NAME OF VOTE 14]														-	-	-	-
Vote 15 - [NAME OF VOTE 15]														-	-	-	-
Total Expenditure by Vote		10 770	10 769	10 769	10 768	10 768	10 768	10 768	10 768	10 768	10 768	10 768	10 768	11 687	10 978	130 354	125 515
Surplus/(Deficit) before assoc.		25 483	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(7 264)	(5 855)	(8 294)	-
Taxation														-	-	-	-
Attributable to minorities														-	-	-	-
Share of surplus/(deficit) of associate		1	25 483	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(6 346)	(7 264)	(5 855)	(8 294)	-
Surplus/(Deficit)																	
References																	

1. Surplus /Deficit must reconcile with Budgeted Financial Performance

DC10 Sarah Baartman - Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (functional classification)

R thousand	Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	
Revenue - Functional																	
Governance and administration		35 753	1 823	1 823	27 270	1 823	1 823	1 823	27 270	1 823	1 823	1 823	1 823	2 184	111 720	110 155	
Executive and council		—	—	—	—	—	—	—	—	—	—	—	—	362	3 835	362	
Finance and administration		35 753	1 823	1 823	27 270	1 823	1 823	1 823	27 270	1 823	1 823	1 823	1 823	107 062	107 885	109 793	
Internal audit		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Community and public safety		—	1 821	1 821	—	—	—	1 821	1 821	—	—	2 311	—	15 057	5 947	3 749	
Community and social services		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Sport and recreation		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Public safety		—	1 821	1 821	—	—	—	1 821	1 821	—	—	1 821	1 821	14 567	5 947	3 749	
Housing		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Health		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Economic and environmental services		500	779	779	500	500	500	779	779	500	500	500	779	500	8 235	7 849	7 985
Planning and development		500	500	500	279	279	—	279	279	—	279	279	—	500	6 000	5 500	
Road transport		—	—	—	—	—	—	—	—	—	—	—	—	—	2 235	2 349	2 495
Environmental protection		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Trading services		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Energy sources		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Water management		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Waste water management		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Waste management		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other		36 233	4 423	4 423	27 770	4 423	4 423	4 423	27 770	4 423	4 423	4 423	4 423	2 684	125 315	121 889	
Total Revenue - Functional																	
Expenditure - Functional																	
Governance and administration		5 555	5 555	5 555	5 555	5 555	5 555	5 555	5 555	5 555	5 555	5 555	5 555	5 557	66 666	72 142	71 212
Executive and council		2 254	2 254	2 254	2 254	2 254	2 254	2 254	2 254	2 254	2 254	2 254	2 254	2 256	27 050	29 861	28 099
Finance and administration		3 238	3 238	3 238	3 238	3 238	3 238	3 238	3 238	3 238	3 238	3 238	3 238	3 238	38 856	41 405	42 222
Internal audit		63	63	63	63	63	63	63	63	63	63	63	63	760	875	891	
Community and public safety		3 052	3 052	3 052	3 052	3 052	3 052	3 052	3 052	3 052	3 052	3 052	3 053	37 546	25 463	24 640	
Community and social services		717	717	717	717	717	717	717	717	717	717	717	717	8 610	10 237	8 610	
Sport and recreation		—	—	—	—	—	—	—	—	—	—	—	—	—	100	100	
Public safety		1 304	1 304	1 304	1 304	1 304	1 304	1 304	1 304	1 304	1 304	1 304	1 304	1 303	15 644	1 694	1 946
Housing		—	—	—	—	—	—	—	—	—	—	—	—	919	454	481	
Health		1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	1 032	12 378	12 778	13 504
Economic and environmental services		1 947	1 947	1 947	1 947	1 947	1 947	1 947	1 947	1 947	1 947	1 947	1 947	1 947	1 952	23 369	21 535
Planning and development		1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	19 726	22 231	22 231
Road transport		269	269	269	269	269	269	269	269	269	269	269	269	269	274	3 233	2 505
Trading services		58	58	58	58	58	58	58	58	58	58	58	58	58	258	898	782
Energy sources		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Water management		58	58	58	58	58	58	58	58	58	58	58	58	58	898	1 740	782
Waste water management		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Waste management		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other		156	156	156	156	156	156	156	156	156	156	156	156	156	159	1 876	4 635
Total Expenditure - Functional		10 770	10 769	10 769	10 769	10 769	10 769	10 769	10 769	10 769	10 769	10 769	10 769	10 978	125 515	121 889	
Surplus/(Deficit) before assoc.		25 483	(6 346)	(6 345)	17 002	(6 345)	(6 345)	(6 345)	(6 345)	(6 345)	(6 345)	(6 345)	(6 345)	(7 264)	(8 294)	—	—
Share of surplus/ (deficit) of associate		1	25 483	(6 346)	(6 345)	17 002	(6 345)	(6 345)	(6 345)	(6 345)	(6 345)	(6 345)	(6 345)	(7 264)	(8 294)	—	—
Surplus/(Deficit)		1	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

1. Surplus / (Deficit) must reconcile with Budgeted Financial Performance
References

DC10 Sarah Baartman - Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)

R thousand	Description	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
			July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
	Multi-year expenditure to be appropriated'	1															
	Vote 1 - Executive and Council																
	Vote 2 - Finance and Corporate Services																
	Vote 3 - Planning and Infrastructure development																
	Vote 4 - Health																
	Vote 5 - Community Services																
	Vote 6 - Housing																
	Vote 7 - Public Safety																
	Vote 8 - Sport and Recreation																
	Vote 9 - Waste Management																
	Vote 10 - Roads																
	Vote 11 - Water																
	Vote 12 - Electricity																
	Vote 13 - Tourism																
	Vote 14 - [NAME OF VOTE 14]																
	Vote 15 - [NAME OF VOTE 15]																
	Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Single-year expenditure to be appropriated'																
	Vote 1 - Executive and Council											30					
	Vote 2 - Finance and Corporate Services											906					
	Vote 3 - Planning and Infrastructure development											17					
	Vote 4 - Health																
	Vote 5 - Community Services																
	Vote 6 - Housing																
	Vote 7 - Public Safety																
	Vote 8 - Sport and Recreation																
	Vote 9 - Waste Management																
	Vote 10 - Roads																
	Vote 11 - Water																
	Vote 12 - Electricity																
	Vote 13 - Tourism																
	Vote 14 - [NAME OF VOTE 14]																
	Vote 15 - [NAME OF VOTE 15]		2	-	-	-	-	-	-	953	-	-	-	-	-	59	1012
	Capital single-year expenditure sub-total	2	-	-	-	-	-	-	-	953	-	-	-	-	-	59	1012
	Total Capital Expenditure	2	-	-	-	-	-	-	-	-	-	-	-	-	-	59	1012

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates
2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

DC10 Sarah Baartman - Supporting Table SA29 Consolidated budgeted monthly capital expenditure (functional classification)

R thousand	Description	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
			July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	
Capital Expenditure - Functional	1		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<i>Governance and administration</i>																		
Executive and council																		
Finance and administration																		
Internal audit																		
<i>Community and public safety</i>																		
Community and social services																		
Sport and recreation																		
<i>Economic and environmental services</i>																		
Planning and development																		
Road transport																		
Environmental protection																		
<i>Trading services</i>																		
Energy sources																		
Water management																		
Waste water management																		
<i>Other</i>																		
Total Capital Expenditure - Functional	2		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Funded by:																		
National Government																		
Provincial Government																		
District Municipality																		
Other transfers and grants																		
Transfers recognised - capital																		
Public contributions & donations																		
Borrowing																		
Internally generated funds																		
Total Capital Funding			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates
2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure check

DC10 Sarah Baartman - Supporting Table SA30 Consolidated budgeted monthly cash flow

MONTHLY CASH FLOWS R thousand	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year +1 2018/19	Budget Year +2 2019/20	
Cash Receipts By Source															
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	113	113	113	113	113	113	113	113	113	113	113	113	1350	1430	1500
Interest earned - external investments	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 500	18 000	17 000	16 000
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services	4	4	4	4	4	4	4	4	4	4	4	4	6	50	53
Transfer receipts - operational	36 474	-	-	-	26 418	-	-	-	26 418	-	-	-	89 310	94 649	94 497
Other revenue	1 804	1 804	1 804	1 804	1 804	1 804	1 804	1 804	1 804	1 804	1 804	1 804	21 644	12 383	9 836
Cash Receipts by Source	36 894	3 421	3 421	3 421	29 839	3 421	3 421	29 839	3 421	3 421	3 421	3 421	3444	130 354	121 889
Other Cash Flows by Source															
Transfer receipts - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (In-kind - all)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	36 894	3 421	3 421	3 421	29 839	3 421	3 421	29 839	3 421	3 421	3 421	3 421	3444	130 354	121 889
Cash Payments by Type															
Employee related costs	3 996	3 996	3 996	3 996	3 996	3 996	3 996	3 996	3 996	3 996	3 996	3 996	4 001	47 957	50 520
Remuneration of councillors	637	637	637	637	637	637	637	637	637	637	637	637	637	7 644	53 188
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8 564
Bulk purchases - Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	183	183	183	183	183	183	183	183	183	183	183	183	187	2 200	2 480
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants - other	2 332	2 332	2 332	2 332	2 332	2 332	2 332	2 332	2 332	2 332	2 332	2 332	2 333	27 995	19 439
Other expenditure	3 538	3 538	3 538	3 538	3 538	3 538	3 538	3 538	3 538	3 538	3 538	3 538	3 541	42 459	42 339
Cash Payments by Type	10 687	10 686	10 686	10 686	10 686	10 686	10 686	10 686	10 686	10 686	10 686	10 686	128 245	123 283	119 525
Other Cash Flows/Payments by Type															
Capital assets	-	-	-	-	337	337	-	-	-	-	-	-	0	1 012	-
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	10 687	10 686	10 685	11 023	11 023	10 686	10 686	10 686	10 686	10 686	10 686	10 686	129 257	123 283	119 525
NET INCREASE/(DECREASE) IN CASH HELD	29 207	(7 265)	(7 602)	18 816	(7 602)	19 153	(7 265)	10 686	(7 265)	10 686	(7 265)	10 686	1 097	2 232	2 364
Cash/cash equivalents at the month/year begin:	93 205	127 412	120 147	112 882	105 280	124 095	116 493	109 228	101 963	121 116	113 851	106 586	98 205	101 534	103 898
Cash/cash equivalents at the month/year end:	127 412	120 147	112 882	105 280	124 095	116 493	109 228	101 963	121 116	113 851	106 586	99 302	101 534	103 898	References

1. Note that this section of Table SA 30 is deliberately not linked to Table A4 because timing differences between the invoicing of clients and receiving the cash means that the cashflow will differ from budgeted revenue, and similarly for budgeted expenditure. However for the MTREF it is now directly linked to A1.

CHAPTER 15



**Annual Budgets &
SDBIP:
Internal Departments**

CHAPTER 15

ANNUAL BUDGETS AND SDBIP – INTERNAL DEPARTMENTS

(For information refer Annexure “G”)

CHAPTER 16



**Contracts having
Future Budgetary
Implications**

DC10 Sarah Baartman - Supporting Table SA03 Contracts having future budgetary implications

R thousand	Description	Ref	Preceding Years	2017/18 Medium Term Revenue & Expenditure Framework			Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Contract Value
				Original Budget	Budget Year 2017/18	Budget Year +1 2018/19								
Parent Municipality:														
Revenue Obligation By Contract		2												
Contract 1														
Contract 2														
Contract 3 etc														
Total Operating Revenue Implication		-	-	-	-	-								
Expenditure Obligation By Contract		2												
Contract 1														
Contract 2														
Contract 3 etc														
Total Operating Expenditure Implication		-	-	-	-	-								
Capital Expenditure Obligation By Contract		2												
Contract 1														
Contract 2														
Contract 3 etc														
Total Capital Expenditure Implication		-	-	-	-	-								
Total Parent Expenditure Implication		-	-	-	-	-								
Entities:														
Revenue Obligation By Contract		2												
Contract 1														
Contract 2														
Contract 3 etc														
Total Operating Revenue Implication		-	-	-	-	-								
Expenditure Obligation By Contract		2												
Contract 1														
Contract 2														
Contract 3 etc														
Total Operating Expenditure Implication		-	-	-	-	-								
Capital Expenditure Obligation By Contract		2												
Contract 1														
Contract 2														
Contract 3 etc														
Total Capital Expenditure Implication		-	-	-	-	-								
Total Entity Expenditure Implication		-	-	-	-	-								

References

1. Total implication for all preceding years to be summed and total stated in 'Preceding Years' column
2. List all contracts with future financial obligations beyond the three years covered by the MTREF (MFMA s.33)
3. For municipalities with approved total revenue not exceeding R250 m - all contracts with an annual cost greater than R500 000. For municipalities with approved total revenue greater than R250 m - all contracts with an annual cost greater than R5 million

CHAPTER 17



Capital Expenditure Details

CHAPTER 17

CAPITAL EXPENDITURE DETAILS

(For more information refer Annexure “E”)

Explanatory notes to Table A9 - Asset Management

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.
2. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE. Sarah Baartman District Municipality does not meet these recommendations, because it does not have infrastructural assets.

DC10 Sarah Baartman - Table A9 Consolidated Asset Management

Description R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
CAPITAL EXPENDITURE										
Total New Assets	1	2,746	1,058	1,403	3,863	3,906	-	1,012	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		96	-	79	1,500	1,500	-	500	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		96	-	79	1,500	1,500	-	500	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		404	189	166	592	635	-	211	-	-
Furniture and Office Equipment		137	255	156	-	-	-	301	-	-
Machinery and Equipment		1,510	182	123	171	171	-	-	-	-
Transport Assets		599	432	880	1,600	1,600	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Upgrading of Existing Assets	6	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-

Community Assets	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Total Capital Expenditure									
Roads Infrastructure	-	-	-	-	-	-	-	-	-
Storm water Infrastructure	-	-	-	-	-	-	-	-	-
Electrical Infrastructure	-	-	-	-	-	-	-	-	-
Water Supply Infrastructure	-	-	-	-	-	-	-	-	-
Sanitation Infrastructure	-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure	-	-	-	-	-	-	-	-	-
Rail Infrastructure	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Community Assets	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Operational Buildings	96	-	79	1,500	1,500	-	500	-	-
Housing	-	-	-	-	-	-	-	-	-
Other Assets	96	-	79	1,500	1,500	-	500	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Computer Equipment	404	189	166	592	635	-	211	-	-
Furniture and Office Equipment	137	255	156	-	-	-	301	-	-
Machinery and Equipment	1,510	182	123	171	171	-	-	-	-
Transport Assets	599	432	880	1,600	1,600	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	2,746	1,058	1,403	3,863	3,906	-	1,012	-	-
ASSET REGISTER SUMMARY - PPE (WDV)									
Roads Infrastructure									
Storm water Infrastructure									
Electrical Infrastructure									
Water Supply Infrastructure									
Sanitation Infrastructure									
Solid Waste Infrastructure									
Rail Infrastructure									
Coastal Infrastructure									
Information and Communication Infrastructure									
Infrastructure	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Community Assets	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Computer Equipment									
Furniture and Office Equipment									
Machinery and Equipment									
Transport Assets									
Libraries									
Zoo's, Marine and Non-biological Animals									
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	-	-	-	-	-	-	-	-

EXPENDITURE OTHER ITEMS										
	7	1,399	1,462	1,731	1,680	1,680	1,680	2,109	2,233	2,364
	3	640	475	627	2,100	2,100	1,495	631	670	710
<i>Depreciation</i>	-	-	-	-	-	-	-	-	-	-
<i>Repairs and Maintenance by Asset Class</i>	-	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>	-	-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>	-	-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>	-	-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>	-	-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>	-	-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>	-	-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>	-	-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>	-	-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>	-	-	-	-	-	-	-	-	-	-
<i>Infrastructure</i>	-	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-
<i>Community Assets</i>	-	-	-	-	-	-	-	-	-	-
<i>Heritage Assets</i>	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-
<i>Investment properties</i>	-	-	-	-	-	-	-	-	-	-
Operational Buildings	424	117	118	1,500	1,500	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-
<i>Other Assets</i>	424	117	118	1,500	1,500	-	-	-	-	-
<i>Biological or Cultivated Assets</i>	-	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-	-
<i>Intangible Assets</i>	-	-	-	-	-	-	-	-	-	-
Computer Equipment	17	157	138	137	137	81	91	100	110	
Furniture and Office Equipment	7	46	50	50	50	1	20	20	20	
Machinery and Equipment	193	155	321	414	414	413	520	550	580	
<i>Transport Assets</i>	-	-	-	-	-	-	-	-	-	-
<i>Libraries</i>	-	-	-	-	-	-	-	-	-	-
<i>Zoo's, Marine and Non-biological Animals</i>	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		2,039	1,937	2,358	3,780	3,780	2,175	2,740	2,903	3,074
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>R&M as a % of PPE</i>		2.2%	1.9%	2.6%	6.1%	6.1%	0.0%	0.0%	0.0%	0.0%
<i>Renewal and upgrading and R&M as a % of PPE</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

DC10 Sarah Baartman - Supporting Table SA34a Consolidated capital expenditure on new assets by asset class

Description R thousand	Ref 1	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
<i>Roads</i>		-	-	-	-	-	-	-	-	-
<i>Road Structures</i>		-	-	-	-	-	-	-	-	-
<i>Road Furniture</i>		-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
<i>Drainage Collection</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Conveyance</i>		-	-	-	-	-	-	-	-	-
<i>Attenuation</i>		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
<i>Power Plants</i>		-	-	-	-	-	-	-	-	-
<i>HV Substations</i>		-	-	-	-	-	-	-	-	-
<i>HV Switching Station</i>		-	-	-	-	-	-	-	-	-
<i>HV Transmission Conductors</i>		-	-	-	-	-	-	-	-	-
<i>MV Substations</i>		-	-	-	-	-	-	-	-	-
<i>MV Switching Stations</i>		-	-	-	-	-	-	-	-	-
<i>MV Networks</i>		-	-	-	-	-	-	-	-	-
<i>LV Networks</i>		-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
<i>Dams and Weirs</i>		-	-	-	-	-	-	-	-	-
<i>Boreholes</i>		-	-	-	-	-	-	-	-	-
<i>Reservoirs</i>		-	-	-	-	-	-	-	-	-
<i>Pump Stations</i>		-	-	-	-	-	-	-	-	-
<i>Water Treatment Works</i>		-	-	-	-	-	-	-	-	-
<i>Bulk Mains</i>		-	-	-	-	-	-	-	-	-
<i>Distribution</i>		-	-	-	-	-	-	-	-	-
<i>Distribution Points</i>		-	-	-	-	-	-	-	-	-
<i>PRV Stations</i>		-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
<i>Pump Station</i>		-	-	-	-	-	-	-	-	-
<i>Reticulation</i>		-	-	-	-	-	-	-	-	-
<i>Waste Water Treatment Works</i>		-	-	-	-	-	-	-	-	-
<i>Outfall Sewers</i>		-	-	-	-	-	-	-	-	-
<i>Toilet Facilities</i>		-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
<i>Landfill Sites</i>		-	-	-	-	-	-	-	-	-
<i>Waste Transfer Stations</i>		-	-	-	-	-	-	-	-	-
<i>Waste Processing Facilities</i>		-	-	-	-	-	-	-	-	-
<i>Waste Drop-off Points</i>		-	-	-	-	-	-	-	-	-
<i>Waste Separation Facilities</i>		-	-	-	-	-	-	-	-	-
<i>Electricity Generation Facilities</i>		-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
<i>Rail Lines</i>		-	-	-	-	-	-	-	-	-
<i>Rail Structures</i>		-	-	-	-	-	-	-	-	-
<i>Rail Furniture</i>		-	-	-	-	-	-	-	-	-
<i>Drainage Collection</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Conveyance</i>		-	-	-	-	-	-	-	-	-
<i>Attenuation</i>		-	-	-	-	-	-	-	-	-
<i>MV Substations</i>		-	-	-	-	-	-	-	-	-
<i>LV Networks</i>		-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
<i>Sand Pumps</i>		-	-	-	-	-	-	-	-	-
<i>Piers</i>		-	-	-	-	-	-	-	-	-
<i>Revetments</i>		-	-	-	-	-	-	-	-	-

<i>Promenades</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-
<i>Data Centres</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Core Layers</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Distribution Layers</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-	-	-	-
Community Assets	-	-	-	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-	-	-	-
<i>Halls</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Centres</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Crèches</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Clinics/Care Centres</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Fire/Ambulance Stations</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Testing Stations</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Museums</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Galleries</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Theatres</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Libraries</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Cemeteries/Crematoria</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Police</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Puris</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Public Open Space</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Nature Reserves</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Public Ablution Facilities</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Markets</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Stalls</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Abattoirs</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Airports</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Taxi Ranks/Bus Terminals</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-	-	-
<i>Indoor Facilities</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Outdoor Facilities</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-	-	-
<i>Improved Property</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Unimproved Property</i>	-	-	-	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-	-	-
<i>Improved Property</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Unimproved Property</i>	-	-	-	-	-	-	-	-	-	-	-	-
Other assets	96	-	79	1 500	1 500	-	500	-	-	-	-	-
Operational Buildings	96	-	79	1 500	1 500	-	500	-	-	-	-	-
<i>Municipal Offices</i>	96	-	79	1 500	1 500	-	500	-	-	-	-	-
<i>Pay/Enquiry Points</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Building Plan Offices</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Workshops</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Yards</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Stores</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Laboratories</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Training Centres</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Manufacturing Plant</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Depots</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-
<i>Staff Housing</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Social Housing</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-	-	-	-

<u>Biological or Cultivated Assets</u>	-	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
<u>Intangible Assets</u>	-	-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights	-	-	-	-	-	-	-	-	-	-
<i>Water Rights</i>	-	-	-	-	-	-	-	-	-	-
<i>Effluent Licenses</i>	-	-	-	-	-	-	-	-	-	-
<i>Solid Waste Licenses</i>	-	-	-	-	-	-	-	-	-	-
<i>Computer Software and Applications</i>	-	-	-	-	-	-	-	-	-	-
<i>Load Settlement Software Applications</i>	-	-	-	-	-	-	-	-	-	-
<i>Unspecified</i>	-	-	-	-	-	-	-	-	-	-
<u>Computer Equipment</u>	404	189	166	592	635	-	211	-	-	-
Computer Equipment	404	189	166	592	635	-	211	-	-	-
<u>Furniture and Office Equipment</u>	137	255	156	-	-	-	301	-	-	-
Furniture and Office Equipment	137	255	156	-	-	-	301	-	-	-
<u>Machinery and Equipment</u>	1 510	182	123	171	171	-	-	-	-	-
Machinery and Equipment	1 510	182	123	171	171	-	-	-	-	-
<u>Transport Assets</u>	599	432	880	1 600	1 600	-	-	-	-	-
Transport Assets	599	432	880	1 600	1 600	-	-	-	-	-
<u>Libraries</u>	-	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-	-
<u>Zoo's, Marine and Non-biological Animals</u>	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure on new assets	1	2 746	1 058	1 403	3 863	3 906	-	1 012	-	-

DC10 Sarah Baartman - Supporting Table SA34b Consolidated capital expenditure on the renewal of existing assets by asset class

Description R thousand	Ref 1	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Recirculation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres		-	-	-	-	-	-	-	-	-
Core Layers		-	-	-	-	-	-	-	-	-
Distribution Layers		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Halls		-	-	-	-	-	-	-	-	-
Centres		-	-	-	-	-	-	-	-	-
Crèches		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-

<i>Fire/Ambulance Stations</i>	-	-	-	-	-	-	-	-	-
<i>Testing Stations</i>	-	-	-	-	-	-	-	-	-
<i>Museums</i>	-	-	-	-	-	-	-	-	-
<i>Galleries</i>	-	-	-	-	-	-	-	-	-
<i>Theatres</i>	-	-	-	-	-	-	-	-	-
<i>Libraries</i>	-	-	-	-	-	-	-	-	-
<i>Cemeteries/Crematoria</i>	-	-	-	-	-	-	-	-	-
<i>Police</i>	-	-	-	-	-	-	-	-	-
<i>Parks</i>	-	-	-	-	-	-	-	-	-
<i>Public Open Space</i>	-	-	-	-	-	-	-	-	-
<i>Nature Reserves</i>	-	-	-	-	-	-	-	-	-
<i>Public Abolition Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Markets</i>	-	-	-	-	-	-	-	-	-
<i>Stalls</i>	-	-	-	-	-	-	-	-	-
<i>Abattoirs</i>	-	-	-	-	-	-	-	-	-
<i>Airports</i>	-	-	-	-	-	-	-	-	-
<i>Taxi Ranks/Bus Terminals</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
<i>Indoor Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Outdoor Facilities</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
<i>Monuments</i>	-	-	-	-	-	-	-	-	-
<i>Historic Buildings</i>	-	-	-	-	-	-	-	-	-
<i>Works of Art</i>	-	-	-	-	-	-	-	-	-
<i>Conservation Areas</i>	-	-	-	-	-	-	-	-	-
<i>Other Heritage</i>	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
<i>Revenue Generating</i>	-	-	-	-	-	-	-	-	-
<i>Improved Property</i>	-	-	-	-	-	-	-	-	-
<i>Unimproved Property</i>	-	-	-	-	-	-	-	-	-
<i>Non-revenue Generating</i>	-	-	-	-	-	-	-	-	-
<i>Improved Property</i>	-	-	-	-	-	-	-	-	-
<i>Unimproved Property</i>	-	-	-	-	-	-	-	-	-
Other assets	96	-	79	1 500	1 500	-	500	-	-
<i>Operational Buildings</i>	96	-	79	1 500	1 500	-	500	-	-
<i>Municipal Offices</i>	96	-	79	1 500	1 500	-	500	-	-
<i>Pay/Enquiry Points</i>	-	-	-	-	-	-	-	-	-
<i>Building Plan Offices</i>	-	-	-	-	-	-	-	-	-
<i>Workshops</i>	-	-	-	-	-	-	-	-	-
<i>Yards</i>	-	-	-	-	-	-	-	-	-
<i>Stores</i>	-	-	-	-	-	-	-	-	-
<i>Laboratories</i>	-	-	-	-	-	-	-	-	-
<i>Training Centres</i>	-	-	-	-	-	-	-	-	-
<i>Manufacturing Plant</i>	-	-	-	-	-	-	-	-	-
<i>Depots</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
<i>Housing</i>	-	-	-	-	-	-	-	-	-
<i>Staff Housing</i>	-	-	-	-	-	-	-	-	-
<i>Social Housing</i>	-	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
<i>Biological or Cultivated Assets</i>	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
<i>Servitudes</i>	-	-	-	-	-	-	-	-	-
<i>Licences and Rights</i>	-	-	-	-	-	-	-	-	-
<i>Water Rights</i>	-	-	-	-	-	-	-	-	-
<i>Effluent Licenses</i>	-	-	-	-	-	-	-	-	-
<i>Solid Waste Licenses</i>	-	-	-	-	-	-	-	-	-
<i>Computer Software and Applications</i>	-	-	-	-	-	-	-	-	-
<i>Load Settlement Software Applications</i>	-	-	-	-	-	-	-	-	-
<i>Unspecified</i>	-	-	-	-	-	-	-	-	-
Computer Equipment	404	189	166	592	635	-	211	-	-
<i>Computer Equipment</i>	404	189	166	592	635	-	211	-	-
Furniture and Office Equipment	137	255	156	-	-	-	301	-	-
<i>Furniture and Office Equipment</i>	137	255	156	-	-	-	301	-	-
Machinery and Equipment	1 510	182	123	171	171	-	-	-	-
<i>Machinery and Equipment</i>	1 510	182	123	171	171	-	-	-	-
Transport Assets	599	432	880	1 600	1 600	-	-	-	-
<i>Transport Assets</i>	599	432	880	1 600	1 600	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
<i>Libraries</i>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
<i>Zoo's, Marine and Non-biological Animals</i>	-	-	-	-	-	-	-	-	-
Total Capital Expenditure on renewal of existing assets	1	2 746	1 058	1 403	3 883	3 908	-	1 012	-
<i>Renewal of Existing Assets as % of total capex</i>		0.0%	50.0%	50.0%	50.0%	50.0%	0.0%	50.0%	0.0%
<i>Renewal of Existing Assets as % of deprecn"</i>		196.3%	72.3%	81.1%	229.9%	232.5%	0.0%	48.0%	0.0%

CHAPTER 18



Legislative Compliance Status

CHAPTER 18

LEGISLATIVE COMPLIANCE STATUS

The promulgation of the Municipal Finance Management Act (The Act) ensures proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act and budget regulations have had a profound effect on local government operations that required transformation in financial discipline and planning processes. The budget preparation for 2017/2018 complies with these key requirements.

The Act and regulations have created clear reporting standards for local government that conforms to international standards. In addition to providing for improved reporting by local government, the Act stipulates that new accounting and financial standards must be complied with. The Sarah Baartman District Municipality's electronic reporting to National Treasury has also been complied with and has also improved over time. The monthly and quarterly returns to National Treasury have been submitted on time.

In accordance with the provisions of the Act, Sarah Baartman District Municipality has an approved Supply Chain Management Policy, which was extensively consulted on. The policy is intended to regulate the supply chain management environment within the district. Required resources (human, financial and otherwise) have been allocated to the Supply Chain Management section to enhance capacity.

The reform agenda set out through the Municipal Finance Management Act provides for accounting standards, which includes national standards such as Generally Recognised Accounting Practice (GRAP). The above mentioned accounting practice has been adhered to during the development of the budget.

The Sarah Baartman District Municipality's financial statements were prepared to comply with GRAP.

When preparing the budget, the Sarah Baartman District Municipality has complied with the requirements of the MFMA Budget Regulations and circulars which requires the municipality to draft the budget in a specific format and which specifies the contents of the budget.

The significant change in the budget preparations is the introduction of mSCOA (Municipal Standard Chart of Accounts) which is effective on 1 July 2017. Municipalities are therefore required to draft a budget in the mSCOA format.

CHAPTER 19



**Details of Budgets per
Department**

CHAPTER 19

SUMMARY OF EXPENDITURE BUDGETS PER DEPARTMENT: 2017/18

DEPARTMENT	AMOUNT R'000	%
Infrastructure Development & Planning	54 388	42%
Finance & Corporate Services	43 817	34%
Economic Development	10 803	8%
Office of the Mayor	13 383	10%
Office of the Municipal Manager	7 963	6%
Total	130 354	100%

CHAPTER 20



**Municipal Entity Budget
Information**

CHAPTER 20

MUNICIPAL ENTITY INFORMATION

The 2017/18 multi-year budget for the Cacadu Development Agency was submitted by the municipal entity to the Parent Municipality for consideration by Council as attached.

Schedule D for a municipal entity was completed accordingly.

DC10 Sarah Baartman - Supporting Table SA31 Aggregated entity budget

Description R million	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Financial Performance										
Property rates		-	-	-	-	-	-			
Service charges		-	-	-	-	-	-			
Investment revenue		0	0	0	0	0	0	0	0	0
Transfers recognised - operational		5	4	2	7	7	7	5	5	6
Other own revenue		-	0	-	3	3	0	3	1	1
Contributions recognised - capital & contributed assets										
Total Revenue (excluding capital transfers and contributions)		5	4	2	10	10	7	8	6	7
Employee costs		1,094	1,700	3,911	5,030	5,030	3,545	4,490	4,778	5,112
Remuneration of Board Members		87	120	101	108	108	86	108	114	121
Depreciation & asset impairment		13	-	-	-	-	-	-	-	-
Finance charges		4	6	1	-	-	-	-	-	-
Materials and bulk purchases		-	-	-	-	-	-	-	-	-
Transfers and grants		-	-	-	2,015	2,015	1,915	-	-	-
Other expenditure		163	427	815	2,926	2,926	1,371	3,863	1,405	1,467
Total Expenditure		1	2	5	10	10	7	8	6	7
Surplus/(Deficit)		4	2	(3)	-	-	1	-	-	-
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - operational		0	0	0	0	0	0	0		
Public contributions & donations		-	-	-	-	-	-	-		
Borrowing		-	-	-	-	-	-	-		
Internally generated funds		-	-	-	-	-	-	-		
Total sources		0	0	0	0	0	0	0	-	-
Financial position										
Total current assets		5	7	6	6	6	6	6	6	6
Total non current assets		0	0	0	0	0	0	0	-	-
Total current liabilities		2	2	3	-	-	-	-	-	-
Total non current liabilities		-	-	-	-	-	-	-	-	-
Equity		4	6	3	6	6	6	6	6	6
Cash flows										
Net cash from (used) operating		5	2	(2)	0	0	1	0	0	0
Net cash from (used) investing		(0)	(0)	(0)	(0)	(0)	(0)	(0)	-	-
Net cash from (used) financing		-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end		5	7	6	6	6	6	6	6	6

CACADU DEVELOPMENT AGENCY - Table D1 Budget Summary

Description	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework					
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands												
Financial Performance												
Property rates	—	—	—	—	—	—	—	—	—	—	—	—
Service charges	—	—	—	—	—	—	—	—	—	—	—	—
Investment revenue	170	228	285	275	275	275	465	350	325			
Transfers recognised - operational	4,957	4,000	1,720	7,285	7,285	6,987	5,000	5,000	5,500			
Other own revenue	—	0	—	2,519	2,519	227	2,995	947	875			
Total Revenue (excluding capital transfers and contributions)	5,127	4,228	2,005	10,078	10,078	7,489	8,460	6,297	6,700			
Employee costs	1,094	1,700	3,911	5,030	5,030	3,545	4,490	4,778	5,112			
Remuneration of Board Members	87	120	101	108	108	86	108	114	121			
Depreciation and debt impairment	13	—	—	—	—	—	—	—	—			
Finance charges	4	6	1	—	—	—	—	—	—			
Materials and bulk purchases	—	—	—	—	—	—	—	—	—			
Transfers and grants	—	—	—	2,015	2,015	1,915	—	—	—			
Other expenditure	163	427	815	2,926	2,926	1,371	3,863	1,405	1,467			
Total Expenditure	1,361	2,253	4,828	10,078	10,078	6,916	8,460	6,297	6,700			
Surplus/(Deficit)	3,766	1,975	(2,824)	—	—	573	—	—	—			
Transfers recognised - capital	—	—	—	—	—	—	—	—	—			
Contributions recognised - capital & contributed assets	—	—	—	—	—	—	—	—	—			
Surplus/(Deficit) after capital transfers & contributions	3,766	1,975	(2,824)	—	—	573	—	—	—			
Taxation	—	—	—	—	—	—	—	—	—			
Surplus/ (Deficit) for the year	3,766	1,975	(2,824)	—	—	573	—	—	—			
Capital expenditure & funds sources												
Capital expenditure	20	76	15	50	50	50	50	50	50			
Transfers recognised - capital	20	76	15	50	50	50	50	50	50			
Public contributions & donations	—	—	—	—	—	—	—	—	—			
Borrowing	—	—	—	—	—	—	—	—	—			
Internally generated funds	—	—	—	—	—	—	—	—	—			
Total sources of capital funds	20	76	15	50	50	50	50	50	50			
Financial position												
Total current assets	5,393	7,485	5,672	5,656	5,656	6,179	6,204	6,229	6,254			
Total non current assets	88	118	107	157	157	157	207	—	—			
Total current liabilities	1,715	1,862	2,862	—	—	—	—	—	—			
Total non current liabilities	—	—	—	—	—	—	—	—	—			
Community wealth/Equity	3,766	5,741	2,917	5,813	5,813	6,336	6,411	6,229	6,254			
Cash flows												
Net cash from (used) operating	5,396	2,163	(1,816)	75	75	598	75	25	25			
Net cash from (used) investing	(20)	(76)	(15)	(50)	(50)	(50)	(50)	—	—			
Net cash from (used) financing	—	—	—	—	—	—	—	—	—			
Cash/cash equivalents at the year end	5,376	7,462	5,631	5,656	5,656	6,179	6,204	6,229	6,254			

CACADU DEVELOPMENT AGENCY - Table D2 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands										
Revenue by Source	1									
Property rates		-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-	-	-	-
Service charges - water revenue		-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-
Service charges - refuse revenue		-	-	-	-	-	-	-	-	-
Service charges - other		-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		-	-	-	-	-	227	321	347	375
Interest earned - external investments		170	228	285	275	275	275	465	350	325
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-
Fines		-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-	-
Agency services		-	-	-	-	-	-	-	-	-
Transfers recognised - operational		4,957	4,000	1,720	7,285	7,285	6,987	5,000	5,000	5,500
Other revenue		-	0	-	2,519	2,519	-	2,675	600	500
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		5,127	4,228	2,005	10,078	10,078	7,489	8,460	6,297	6,700
Expenditure By Type										
Employee related costs		1,094	1,700	3,911	5,030	5,030	3,545	4,490	4,778	5,112
Remuneration of Directors		87	120	101	108	108	86	108	114	121
Debt impairment	4	-	-	-	-	-	-	-	-	-
Collection costs		-	-	-	-	-	-	-	-	-
Depreciation & asset impairment		13	35	26	25	25	25	25	25	25
Finance charges		4	6	1	-	-	-	-	-	-
Bulk purchases	2	-	-	-	-	-	-	-	-	-
Other materials	5	-	-	-	-	-	-	-	-	-
Contracted services		-	-	-	-	-	-	-	-	-
Transfers and grants		-	-	-	2,015	2,015	1,915	-	-	-
Other expenditure	3	163	381	789	2,901	2,901	1,346	3,838	1,380	1,442
Loss on disposal of PPE		-	11	-	-	-	-	-	-	-
Total Expenditure		1,361	2,253	4,828	10,078	10,078	6,916	8,460	6,297	6,700
Surplus/(Deficit)		3,766	1,975	(2,824)			573			
Transfers recognised - capital										
Contributions recognised - capital										
Contributions of PPE										
Surplus/(Deficit) after capital transfers & contributions		3,766	1,975	(2,824)			573			
Taxation										
Surplus/ (Deficit) for the year		3,766	1,975	(2,824)			573			
References										
1. Revenue includes sales of: (insert description)										
2. Bulk purchases - electricity										
2. Bulk purchases - water										
3. Expenditure includes repairs & maintenance of:										

CACADU DEVELOPMENT AGENCY - Table D3 Capital Budget by vote and funding

Vote Description R thousands	Ref 1	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	
Multi-Year expenditure											
<i>Insert programme/projects description</i>											
		-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	
Capital multi-year expenditure sub-total		-	-	-	-	-	-	-	-	-	
Single Year expenditure											
		20	76	15	50	50	50	50	50	50	
Computer equipment		-	-	-	-	-	-	-	-	-	
Computer software		-	-	-	-	-	-	-	-	-	
Furniture and fittings		-	-	-	-	-	-	-	-	-	
Office Equipment		-	-	-	-	-	-	-	-	-	
Capital single-year expenditure sub-total		20	76	15	50	50	50	50	50	50	
Total Capital Expenditure		20	76	15	50	50	50	50	50	50	
Funded by:											
		-	-	-	-	-	-	-	-	-	
National Government		-	-	-	-	-	-	-	-	-	
Provincial Government		-	-	-	-	-	-	-	-	-	
Parent Municipality		20	76	15	50	50	50	50	50	50	
District Municipality		-	-	-	-	-	-	-	-	-	
Transfers recognised - capital		20	76	15	50	50	50	50	50	50	
Public contributions & donations		6	-	-	-	-	-	-	-	-	
Borrowing		3	-	-	-	-	-	-	-	-	
Internally generated funds		-	-	-	-	-	-	-	-	-	
Total Capital Funding		4	20	76	15	50	50	50	50	50	

CACADU DEVELOPMENT AGENCY - Table D4 Budgeted Financial Position

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands										
ASSETS										
Current assets										
Cash										
Call investment deposits		5,376	7,462	5,631	5,656	5,656	6,179	6,204	6,229	6,254
Consumer debtors		—	—	—	—	—	—	—	—	—
Other debtors		17	23	40	—	—	—	—	—	—
Current portion of long-term receivables		—	—	—	—	—	—	—	—	—
Inventory		—	—	—	—	—	—	—	—	—
Total current assets		5,393	7,485	5,672	5,656	5,656	6,179	6,204	6,229	6,254
Non current assets										
Long-term receivables	3	—	—	—	—	—	—	—	—	—
Investments		—	—	—	—	—	—	—	—	—
Investment property		—	—	—	—	—	—	—	—	—
Property, plant and equipment	1	88	118	107	157	157	157	207	—	—
Agricultural assets		—	—	—	—	—	—	—	—	—
Biological assets		—	—	—	—	—	—	—	—	—
Intangible assets		—	—	—	—	—	—	—	—	—
Total non current assets		88	118	107	157	157	157	207	—	—
TOTAL ASSETS		5,481	7,603	5,779	5,813	5,813	6,336	6,411	6,229	6,254
LIABILITIES										
Current liabilities										
Bank overdraft		—	—	—	—	—	—	—	—	—
Borrowing		—	—	—	—	—	—	—	—	—
Consumer deposits		—	—	—	—	—	—	—	—	—
Trade and other payables		1,589	1,703	2,483	—	—	—	—	—	—
Provisions	3	126	159	379	—	—	—	—	—	—
Total current liabilities		1,715	1,862	2,862	—	—	—	—	—	—
Non current liabilities										
Borrowing		—	—	—	—	—	—	—	—	—
Provisions	3	—	—	—	—	—	—	—	—	—
Total non current liabilities		—	—	—	—	—	—	—	—	—
TOTAL LIABILITIES		1,715	1,862	2,862	—	—	—	—	—	—
NET ASSETS	2	3,766	5,741	2,917	5,813	5,813	6,336	6,411	6,229	6,254
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)		3,766	5,741	2,917	5,813	5,813	6,336	6,411	6,229	6,254
Reserves		—	—	—	—	—	—	—	—	—
Share capital		—	—	—	—	—	—	—	—	—
TOTAL COMMUNITY WEALTH/EQUITY	2	3,766	5,741	2,917	5,813	5,813	6,336	6,411	6,229	6,254

CACADU DEVELOPMENT AGENCY - Table D5 Budgeted Cash Flow

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands										
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Ratepayers and other		-	-	0	2,519	2,519	227	2,995	947	875
Government - operating		6,437	4,000	1,720	7,285	7,285	6,987	5,000	5,000	5,500
Government - capital		-	-	-	-	-	-	-	-	-
Interest		170	228	285	275	275	275	465	350	325
Dividends		-	-	-	-	-	-	-	-	-
Payments	2									
Suppliers and employees		(1,211)	(2,066)	(3,820)	(10,003)	(10,003)	(6,891)	(8,385)	(6,272)	(6,675)
Finance charges		-	-	-	-	-	-	-	-	-
Dividends paid		-	-	-	-	-	-	-	-	-
Transfers and Grants		-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		5,396	2,163	(1,816)	75	75	598	75	25	25
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-
Decrease (Increase) in non-current debtors		-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-
Payments										
Capital assets		(20)	(76)	(15)	(50)	(50)	(50)	(50)	-	-
NET CASH FROM/(USED) INVESTING ACTIVITIES		(20)	(76)	(15)	(50)	(50)	(50)	(50)	-	-
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-
Payments										
Repayment of borrowing		-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	1	5,376	2,086	(1,831)	25	25	548	25	25	25
Cash/cash equivalents at the year begin:	2	-	5,376	7,462	5,631	5,631	5,631	6,179	6,204	6,229
Cash/cash equivalents at the year end:	2	5,376	7,462	5,631	5,656	5,656	6,179	6,204	6,229	6,254

CACADU DEVELOPMENT AGENCY - Supporting Table SD1 Measurable performance targets

Performance target description	Unit of measurement	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Refer SDBIP of Parent Municipality		Refer SDBIP	Refer SDBIP	Refer SDBIP	Refer SDBIP	Refer SDBIP	Refer SDBIP	Refer SDBIP	Refer SDBIP	

CACADU DEVELOPMENT AGENCY - Supporting Table SD2 Financial and non-financial Indicators

Description of Indicator	Basis of calculation	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Borrowing Management											
Borrowing to Asset Ratio	Total Long-term Borrowing/ Total Assets		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating Expenditure		0%	0%	0%	0%	0%	0%	0%	0%	0%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision / Funds & Reserves		42.2%	29.7%	85.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gearing	Long Term Borrowing / Funds & Reserves		0%	0%	0%	0%	0%	0%	0%	0%	0%
Liquidity											
Current Ratio	Current assets / current liabilities		3.14	4.02	1.98	0.00	0.00	0.00	0.00	0.00	0.00
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors > 90 days		3.14	4.02	1.98	0.00	0.00	0.00	0.00	0.00	0.00
Liquidity Ratio	Monetary Assets / Current Liabilities		3.13	4.01	1.97	0.00	0.00	0.00	0.00	0.00	0.00
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts / Last 12 Mths Billing		0%	0%	0%	100%	100%	100%	100%	100%	100%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue		0%	1%	2%	0%	0%	0%	0%	0%	0%
Longstanding Debtors Reduction Due To Recovery	Debtors > 12 Mths Recovered / Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))										
Funding of Provisions											
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions										
Other Indicators											
Electricity Distribution Losses	% Volume (Total units purchased + generated less total units sold)/Total units purchased + generated	1									
Water Distribution Losses	% Volume (Total units purchased + own source less total units sold)/Total units purchased + own source	2									
Employee costs	Employee costs/Total Revenue - capital revenue		21.3%	40.2%	195.1%	50%	50%	47%	53%	76%	76%
Repairs & Maintenance	R&M/Total Revenue - capital revenue		0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Interest & Depreciation	I&D/Total Revenue - capital revenue		0.1%	0.1%	0.1%	0%	0%	0%	0%	0%	0%
Financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)		-	-	-	-	-	-	-	-	-
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services		0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure		665%	5.6	2.0	0.9	0.9	1.5	1.2	1.7	1.6

CACADU DEVELOPMENT AGENCY - Supporting Table SD3 Budgeted Investment Portfolio

Investments by maturity Name of institution & investment ID R thousands	Ref	Budget Year 2017/18							
		Period of investment		Type of investment	Expiry date of investment	Market value		Interest	
		Months				Begin	End	Fully accrued	Yield %
THE AGENCY DOES NOT HAVE INVESTMENT PORTFOLIO									
	1					-	-	-	

CACADU DEVELOPMENT AGENCY - Supporting Table SD4 Board member allowances and staff benefits

Summary of Employee and Board Member remuneration	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
		A	B	C	D	E	F	G	H	I
R thousands										
Remuneration										
Board Members of Entities										
Basic Salaries		-	-	-	-	-	-	-	-	-
Pension Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Motor vehicle allowance		-	-	-	-	-	-	-	-	-
Cell phone allowance		-	-	-	-	-	-	-	-	-
Housing allowance		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	-	-	-	-	-	-	-	-
In-kind benefits	1	-	-	-	-	-	-	-	-	-
Board Fees		87	120	101	108	108	86	108	114	121
Sub Total - Board Members of Entities		87	120	101	108	108	86	108	114	121
% Increase		0	(0)	0	0	(0)	0	0	0	6.1%
Senior Managers of Entities										
Basic Salaries		780	834	888	1,080	1,080	1,073	1,148	1,228	1,314
Pension Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Motor vehicle allowance		120	120	120	-	-	-	-	-	-
Cell phone allowance		-	-	-	-	-	-	-	-	-
Housing allowance		-	-	-	-	-	-	-	-	-
Performance Bonus		-	58	106	-	-	-	285	278	297
Other benefits or allowances		-	-	5	-	-	-	50	55	59
In-kind benefits	1	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Entities		900	1,012	1,119	1,080	1,080	1,073	1,483	1,561	1,670
% Increase		0	0	(0)	(0)	(0)	0	0	0	7.0%
Other Staff of Entities										
Basic Salaries		1,314	900	1,314	3,174	3,174	2,357	3,007	3,217	3,442
Pension Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Motor vehicle allowance		-	-	-	-	-	-	-	-	-
Cell phone allowance		-	-	-	-	-	-	-	-	-
Housing allowance		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		91	126	91	298	298	72	285	278	297
Other benefits or allowances		295	68	284	58	58	43	50	55	59
In-kind benefits	1	-	-	-	-	-	-	-	-	-
Sub Total - Other Staff of Entities		1,700	1,094	1,689	3,530	3,530	2,472	3,342	3,550	3,798
% Increase		(0)	0	0	0	0	0	0	0	7.0%
Total Municipal Entities remuneration		2,687	2,226	2,910	4,718	4,718	3,630	4,932	5,225	5,589

CACADU DEVELOPMENT AGENCY - Supporting Table SD5 Summary of personnel numbers

Number	Summary of Personnel Numbers	Ref	2015/16			Current Year 2016/17			Budget Year 2017/18			
			1	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
	Municipal Council and Boards of Municipal Entities											
	Councillors (Political Office Bearers plus Other Councillors)	3	5	5	5	5	5	5	5	5	5	5
	Board Members of municipal entities	4	1	1	1	1	1	1	1	1	1	1
	Municipal entity employees	2	4	4	4	4	4	4	4	4	4	4
	CEO and Senior Managers	6	-	-	-	-	-	-	-	-	-	-
	Other Managers											
	Professionals											
	<i>Finance</i>											
	Spatial/town planning											
	Information Technology											
	Roads											
	Electricity											
	Water											
	Sanitation											
	Refuse											
	Other											
	Technicians											
	<i>Finance</i>											
	Spatial/town planning											
	Information Technology											
	Roads											
	Electricity											
	Water											
	Sanitation											
	Refuse											
	Other											
	Clerks (Clerical and administrative)											
	Service and sales workers											
	Skilled agricultural and fishery workers											
	Craft and related trades											
	Plant and Machine Operators											
	Elementary Occupations											
	Total Personnel Numbers		11	11	11	11	11	11	11	11	11	11
	% Increase		-	-	-	-	-	-	-	-	-	-
	Total entity employees headcount	5	6	6	6	6	6	6	6	6	6	6
	Finance personnel headcount	7	1	1	1	1	1	1	1	1	1	1
	Human Resources personnel headcount	7	1	1	1	1	1	1	1	1	1	1

CACADU DEVELOPMENT AGENCY - Supporting Table SD5 Summary of personnel numbers

Number	Summary of Personnel Numbers	Ref	2015/16			Current Year 2016/17			Budget Year 2017/18			
			1	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
	Municipal Council and Boards of Municipal Entities											
	Councillors (Political Office Bearers plus Other Councillors)	3	5	5	5	5	5	5	5	5	5	5
	Board Members of municipal entities	4	1	1	1	1	1	1	1	1	1	1
	Municipal entity employees	2	4	4	4	4	4	4	4	4	4	4
	CEO and Senior Managers	6	-	-	-	-	-	-	-	-	-	-
	Other Managers											
	Professionals											
	<i>Finance</i>											
	Spatial/town planning											
	Information Technology											
	Roads											
	Electricity											
	Water											
	Sanitation											
	Refuse											
	Other											
	Technicians											
	<i>Finance</i>											
	Spatial/town planning											
	Information Technology											
	Roads											
	Electricity											
	Water											
	Sanitation											
	Refuse											
	Other											
	Clerks (Clerical and administrative)											
	Service and sales workers											
	Skilled agricultural and fishery workers											
	Craft and related trades											
	Plant and Machine Operators											
	Elementary Occupations											
	Total Personnel Numbers		11	11	11	11	11	11	11	11	11	11
	% Increase		-	-	-	-	-	-	-	-	-	-
	Total entity employees headcount	5	6	6	6	6	6	6	6	6	6	6
	Finance personnel headcount	7	1	1	1	1	1	1	1	1	1	1
	Human Resources personnel headcount	7	1	1	1	1	1	1	1	1	1	1

CACADU DEVELOPMENT AGENCY - Supporting Table SD6 Budgeted monthly cash and revenue/expenditure

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	
R thousands																
<u>Revenue By Source</u>																
Service charges	27	27	27	27	27	27	27	27	27	27	27	26	-	-	-	
Rental of facilities and equipment	5,000	285	285	285	285	285	285	285	285	285	285	285	321	347	375	
Other revenue	-	-	-	-	-	-	-	-	-	-	-	8,140	5,950	6,325	-	
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	5,027	312	8,460	6,297	6,700											
<u>Expenditure By Type</u>																
Employee related costs	374	374	374	374	374	374	374	374	374	374	374	374	4,490	4,778	5,112	
Remuneration of Board Members	9	9	9	9	9	9	9	9	9	9	9	9	108	114	121	
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Depreciation & asset impairment	2	2	2	2	2	2	2	2	2	2	2	2	2	2	25	
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bulk purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other expenditure	316	316	316	316	316	316	316	316	316	316	316	316	366	3,038	1,442	
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenditure	701	701	701	701	701	701	701	701	701	701	701	701	751	8,460	6,297	6,700
<u>Capital expenditure</u>																
Capital assets	-	-	-	50	-	-	-	-	-	-	-	-	50	-	-	
Total capital expenditure	-	-	-	50	-	50	-	-								
<u>Cash flow</u>																
Ralepayers and other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Suppliers, employees and other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NET CASH FROM/(USED) OPERATING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-	75	75	25	
Decrease (increase) of other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	(50)	-	-	
Capital assets	-	-	-	-	-	-	-	-	-	-	-	-	(50)	-	-	
NET CASH FROM/(USED) INVESTING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowing long term/financing/short term	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Increase in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NET CASH FROM/(USED) FINANCING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NET INCREASE/(DECREASE) IN CASH HELD	-	-	-	-	-	-	-	-	-	-	-	-	75	25	25	

CACADU DEVELOPMENT AGENCY - Supporting Table SD7a Capital expenditure on new assets by asset class

Description R thousands	Ref 1	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<u>Capital expenditure on new assets by asset category</u>										
<u>Infrastructure</u>		-	-	-	-	-	-	-	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges		-	-	-	-	-	-	-	-	-
Storm water		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Generation		-	-	-	-	-	-	-	-	-
Transmission & Reticulation		-	-	-	-	-	-	-	-	-
Street Lighting		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Dams & Reservoirs		-	-	-	-	-	-	-	-	-
Water purification		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Sewerage purification		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Waste Management		-	-	-	-	-	-	-	-	-
Transportation	2	-	-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	-	-	-
Other	3	-	-	-	-	-	-	-	-	-
<u>Community</u>		-	-	-	-	-	-	-	-	-
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		-	-	-	-	-	-	-	-	-
Fire, safety & emergency		-	-	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses		-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<u>Heritage assets</u>		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<u>Investment properties</u>		-	-	-	-	-	-	-	-	-
Housing development		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<u>Other assets</u>	20	76	15	50	50	50	50	-	-	-
General vehicles		-	-	-	-	-	-	-	-	-
Specialised vehicles		-	-	-	-	-	-	-	-	-
Plant & equipment		-	-	-	-	-	-	-	-	-
Computers - hardware/equipment	20	76	15	50	50	50	50	-	-	-
Furniture and other office equipment		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Civic Land and Buildings		-	-	-	-	-	-	-	-	-
Other Buildings		-	-	-	-	-	-	-	-	-
Other Land		-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or inventory)		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<u>Agricultural assets</u>		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
<u>Biological assets</u>		-	-	-	-	-	-	-	-	-
List sub-class		-	-	-	-	-	-	-	-	-
<u>Intangibles</u>		-	-	-	-	-	-	-	-	-
Computers - software & programming		-	-	-	-	-	-	-	-	-
Other (list sub-class)		-	-	-	-	-	-	-	-	-
Total capital expenditure on new assets	1	20	76	15	50	50	50	50	-	-
<u>Specialised vehicles</u>		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Fire		-	-	-	-	-	-	-	-	-
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		-	-	-	-	-	-	-	-	-

CACADU DEVELOPMENT AGENCY - Supporting Table SD7b Capital expenditure on renewal of existing assets by asset class

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands	1									
Capital expenditure on renewal of existing assets by asset category										
<u>Infrastructure</u>		-	-	-	-	-	-	-	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges		-	-	-	-	-	-	-	-	-
Storm water		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Generation		-	-	-	-	-	-	-	-	-
Transmission & Reticulation		-	-	-	-	-	-	-	-	-
Street Lighting		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Dams & Reservoirs		-	-	-	-	-	-	-	-	-
Water purification		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Sewerage purification		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Waste Management		-	-	-	-	-	-	-	-	-
Transportation	2	-	-	-	-	-	-	-	-	-
Gas		-	-	-	-	-	-	-	-	-
Other	3	-	-	-	-	-	-	-	-	-
<u>Community</u>		-	-	-	-	-	-	-	-	-
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		-	-	-	-	-	-	-	-	-
Fire, safety & emergency		-	-	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses		-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<u>Heritage assets</u>		-	-	-	-	-	-	-	-	-
Buildings		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-

Investment properties											
Housing development	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Other assets	-	-	-	-	-	-	-	-	-	-	-
General vehicles	-	-	-	-	-	-	-	-	-	-	-
Specialised vehicles	-	-	-	-	-	-	-	-	-	-	-
Plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Computers - hardware/equipment	-	-	-	-	-	-	-	-	-	-	-
Furniture and other office equipment	-	-	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-	-	-	-	-
Other Land	-	-	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Agricultural assets	-	-	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>	-	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>	-	-	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-	-	-
Computers - software & programming	-	-	-	-	-	-	-	-	-	-	-
Other (<i>list sub-class</i>)	-	-	-	-	-	-	-	-	-	-	-
Total capital expenditure on renewal of existing assets	1	-	-	-	-	-	-	-	-	-	-
Specialised vehicles		-	-	-	-	-	-	-	-	-	-
Refuse	-	-	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-	-	-
Conservancy	-	-	-	-	-	-	-	-	-	-	-
Ambulances	-	-	-	-	-	-	-	-	-	-	-

CACADU DEVELOPMENT AGENCY - Supporting Table SD7c Expenditure on repairs and maintenance by asset class

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands	1									
<u>Expenditure on repairs and maintenance by asset category</u>										
<u>Infrastructure</u>		-	-	-	-	-	-	-	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
<i>Roads, Pavements & Bridges</i>		-	-	-	-	-	-	-	-	-
<i>Storm water</i>		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
<i>Generation</i>		-	-	-	-	-	-	-	-	-
<i>Transmission & Reticulation</i>		-	-	-	-	-	-	-	-	-
<i>Street Lighting</i>		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
<i>Dams & Reservoirs</i>		-	-	-	-	-	-	-	-	-
<i>Water purification</i>		-	-	-	-	-	-	-	-	-
<i>Reticulation</i>		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
<i>Reticulation</i>		-	-	-	-	-	-	-	-	-
<i>Sewerage purification</i>		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
<i>Waste Management</i>		-	-	-	-	-	-	-	-	-
<i>Transportation</i>	2	-	-	-	-	-	-	-	-	-
<i>Gas</i>		-	-	-	-	-	-	-	-	-
<i>Other</i>	3	-	-	-	-	-	-	-	-	-
<u>Community</u>		-	-	-	-	-	-	-	-	-
Parks & gardens		-	-	-	-	-	-	-	-	-
Sportsfields & stadia		-	-	-	-	-	-	-	-	-
Swimming pools		-	-	-	-	-	-	-	-	-
Community halls		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Recreational facilities		-	-	-	-	-	-	-	-	-
Fire, safety & emergency		-	-	-	-	-	-	-	-	-
Security and policing		-	-	-	-	-	-	-	-	-
Buses		-	-	-	-	-	-	-	-	-
Clinics		-	-	-	-	-	-	-	-	-
Museums & Art Galleries		-	-	-	-	-	-	-	-	-
Cemeteries		-	-	-	-	-	-	-	-	-
Social rental housing		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-

Heritage assets	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Other assets	13	22	26	25	25	25	25	25	25
General vehicles	-	-	-	-	-	-	-	-	-
Specialised vehicles	-	-	-	-	-	-	-	-	-
Plant & equipment	-	-	-	-	-	-	-	-	-
Computers - hardware/equipment	6	12	18	22	22	22	22	22	22
Furniture and other office equipment	7	10	8	3	3	3	3	3	3
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-	-	-
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Agricultural assets	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
<i>List sub-class</i>	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-
Computers - software & programming	-	-	-	-	-	-	-	-	-
Other (list sub-class)	-	-	-	-	-	-	-	-	-
Total expenditure on repairs and maintenance	13	22	26	25	25	25	25	25	25
Specialised vehicles	-	-	-	-	-	-	-	-	-
Refuse	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
Conservancy	-	-	-	-	-	-	-	-	-
Ambulances	-	-	-	-	-	-	-	-	-

CACADU DEVELOPMENT AGENCY - Supporting Table SD8 Future financial implications of the capital expenditure budget

Vote Description R thousands	Ref	Medium Term Revenue and Expenditure Framework			Forecasts			
		Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Present value
Capital expenditure								
<i>List program summary</i>	1	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Total capital expenditure		-	-	-	-	-	-	-
Future operational costs by vote								
<i>Summarise future operational costs by program</i>	2	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Total future operational costs		-	-	-	-	-	-	-
Future revenue by source								
<i>Summarise future revenue implications by revenue source</i>	3	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Total future revenue		-	-	-	-	-	-	-
Net Financial Implications		-	-	-	-	-	-	-

CACADU DEVELOPMENT AGENCY - Supporting Table SD9 Detailed capital budget

CACADU DEVELOPMENT AGENCY - Supporting Table SD10 Long term contracts

Description		Ref	Preceding Years	Current Year 2016/17	Medium Term Revenue and Expenditure Framework		Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Contract Value
	R thousands				Original Budget	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Revenue Obligation By Contract - Operating		2												
Contract 1									-	-	-	-	-	-
Contract 2									-	-	-	-	-	-
Contract 3 etc									-	-	-	-	-	-
Total Operating Revenue Implication			-	-	-	-	-	-	-	-	-	-	-	-
Expenditure Obligation By Contract - Operating		2												
Contract 1									-	-	-	-	-	-
Contract 2									-	-	-	-	-	-
Contract 3 etc									-	-	-	-	-	-
Total Operating Expenditure Implication			-	-	-	-	-	-	-	-	-	-	-	-
Expenditure Obligation By Contract - Capital		2												
Contract 1									-	-	-	-	-	-
Contract 2									-	-	-	-	-	-
Contract 3 etc									-	-	-	-	-	-
Total Capital Expenditure Implication			-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure Implication			-	-	-	-	-	-	-	-	-	-	-	-

CACADU DEVELOPMENT AGENCY - Supporting Table SD11 External mechanisms

External mechanism Name of organisation R thousands	Ref	Period of agreement 1	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2
		Years/months			
ABSA BANK Rakoma and Associates		60 months 27 months	Banking Services Internal Audit Services	30 June 2020 30 June 2017	6 120
					-

CHAPTER 21



**Performance Contracts
of Senior Managers**

CHAPTER 21

PERFORMANCE CONTRACTS OF SENIOR MANAGERS

The measurable performance indicators and the respective contracts of the Sarah Baartman District Municipality's senior managers are detailed in the following:

Annexure "H": Municipal Manager (to be included in Final Budget)

Annexure "I": Director: Planning and Infrastructure Services

Annexure "J": Director: Economic Development

Annexure "K": Director: Finance and Corporate Services (to be included in Final Budget)

The following should be noted:

Municipal Manager

The contract of the Municipal Manager ended on 31 December 2016. The processes to appoint a new Municipal Manager were undertaken. The Council resolved at its meeting on the 25 January 2017 to appoint the new Municipal Manager to commence on 1 March 2017. The Mayor is in the process of finalizing the Municipal Manager's employment contract and performance agreement.

Director: Planning and Infrastructure Services and Director: Economic Development

The contract of the directors ended on 31 October 2016 and 30 September respectively. The positions remain vacant with acting directors being appointed during this period. Council has resolved to place a moratorium on the filling of all vacancies until the strategic direction of the municipality is finalized. The position will be advertised as soon as the moratorium is lifted by Council.

Director: Finance and Corporate Services

The Director: Finance and Corporate Services in January 2016 and an director was appointed on 1 February 2016 and the responsibilities of the Chief Financial Officer was allocated to an acting Chief Financial Officer. The performance indicators were thus being shared between the appointed Acting persons until the appointment of the Director: Finance and Corporate Services. The Director was appointed on the 1 September 2016. The Municipal Manager is in the process of finalizing the Director: Finance and Corporate Services' employment contract and performance agreement.

CHAPTER 22



**Other Supporting
Documentation**

DC10 Sarah Baartman - Supporting Table SA11 Property rates summary

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<u>Valuation:</u>										
Date of valuation:	1									
Financial year valuation used										
Municipal by-laws s6 in place? (Y/N)	2									
Municipal/assistant valuer appointed? (Y/N)										
Municipal partnership s38 used? (Y/N)										
No. of assistant valuers (FTE)	3									
No. of data collectors (FTE)	3									
No. of internal valuers (FTE)	3									
No. of external valuers (FTE)	3									
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)										
Implementation time of new valuation roll (mths)	5									
No. of properties	5									
No. of sectional title values	5									
No. of unreasonably difficult properties s7(2)										
No. of supplementary valuations										
No. of valuation roll amendments										
No. of objections by rate payers										
No. of appeals by rate payers										
No. of successful objections	8									
No. of successful objections > 10%	8									
Supplementary valuation	5									
Public service infrastructure value (Rm)										
Municipality owned property value (Rm)										
<u>Valuation reductions:</u>										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)										
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
<u>Total valuation reductions:</u>										
Total value used for rating (Rm)	5	-	-	-	-	-	-	-	-	-
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5									
<u>Rating:</u>										
Residential rate used to determine rate for other categories? (Y/N)										
Differential rates used? (Y/N)	5									
Limit on annual rate increase (s20)? (Y/N)										
Special rating area used? (Y/N)										
Phasing-in properties s21 (number)										
Rates policy accompanying budget? (Y/N)										
Fixed amount minimum value (R'000)										
Non-residential prescribed ratio s19? (%)										
<u>Rate revenue:</u>										
Rate revenue budget (R '000)	6									
Rate revenue expected to collect (R'000)	6									
Expected cash collection rate (%)										
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)										
Rebates, exemptions - bona fide farm. (R'000)										
Rebates, exemptions - other (R'000)										
Phase-in reductions/discounts (R'000)										
Total rebates,exempts,redcts,discts (R'000)		-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	National Monuments	Protect. Areas	National Monuments	Public benefit organs.	Mining Props.
Budget Year 2017/18																		
Valuation:																		
No. of properties																		
No. of sectional title property values																		
No. of unreasonably difficult properties s7(2)																		
No. of supplementary valuations																		
Supplementary valuation (Rm)																		
No. of valuation roll amendments																		
No. of objections by rate-payers																		
No. of appeals by rate-payers																		
No. of appeals by rate-payers finalised																		
No. of successful objections	5																	
No. of successful objections > 10%																		
Estimated no. of properties not valued Years since last valuation (select)																		
Frequency of valuation (select)																		
Method of valuation used (select)																		
Base of valuation (select)																		
Phasing-in properties S2(1) (number)																		
Combination of rating types used? (Y/N)																		
Flat rate used? (Y/N)																		
Is balance rated by uniform rate/variable rate?																		
Valuation reductions:																		
Valuation reductions-public infrastructure (Rm)																		
Valuation reductions-nature reserves/park (Rm)																		
Valuation reductions-mineral rights (Rm)																		
Valuation reductions-R15,000 threshold (Rm)																		
Valuation reductions-public worship (Rm)																		
Valuation reductions-other (Rm)	2																	
Total valuation reductions:																		
Total value used for rating (Rm)	6																	
Total land value (Rm)	6																	
Total value of improvements (Rm)	6																	
Total market value (Rm)	6																	
Rating:																		
Average rate	3																	
Rate revenue budget (R'000)																		
Rate revenue expected to collect (R'000)																		
Expected cash collection rate (%)	4																	
Special rating areas (R'000)																		
Rebates, exemptions - Indigent (R'000)																		
Rebates, exemptions - pensioners (R'000)																		
Rebates, exemptions - bona fide farm. (R'000)																		
Rebates, exemptions - other (R'000)																		
Phase-in reductions/discounts (R'000)																		
Total rebates, exemptions, reductions, discounts (R'000)																		

DC10 Sarah Baartman - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2013/14	2014/15	2015/16	Current Year 2016/17	2017/18 Medium Term Revenue & Expenditure Framework		
							Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<u>Property rates (rate in the Rand)</u>	1	Not applicable to District Municipality							
Residential properties									
Residential properties - vacant land									
Formal/informal settlements									
Small holdings									
Farm properties - used									
Farm properties - not used									
Industrial properties									
Business and commercial properties									
Communal land - residential									
Communal land - small holdings									
Communal land - farm property									
Communal land - business and commercial									
Communal land - other									
State-owned properties									
Municipal properties									
Public service infrastructure									
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
<u>Exemptions, reductions and rebates (Rands)</u>									
<i>Residential properties</i>									
R15 000 threshold rebate				15,000	15,000	15,000	15,000	15,000	15,000
General residential rebate									
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
<i>Other rebates or exemptions</i>	2								
<u>Water tariffs</u>									
<i>Domestic</i>									
Basic charge/fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/kL)		(describe structure)							
Water usage - life line tariff		(fill in thresholds)							
Water usage - Block 1 (c/kL)		(fill in thresholds)							
Water usage - Block 2 (c/kL)		(fill in thresholds)							
Water usage - Block 3 (c/kL)		(fill in thresholds)							
Water usage - Block 4 (c/kL)		(fill in thresholds)							
<i>Other</i>	2								
<u>Waste water tariffs</u>									
<i>Domestic</i>									
Basic charge/fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
Waste water - flat rate tariff (c/kL)		(fill in structure)							
Volumetric charge - Block 1 (c/kL)		(fill in structure)							
Volumetric charge - Block 2 (c/kL)		(fill in structure)							
Volumetric charge - Block 3 (c/kL)		(fill in structure)							
Volumetric charge - Block 4 (c/kL)		(fill in structure)							
<i>Other</i>	2								
<u>Electricity tariffs</u>									
<i>Domestic</i>									
Basic charge/fixed fee (Rands/month)									
Service point - vacant land (Rands/month)									
FBE		(how is this targeted?)							
Life-line tariff - meter		(describe structure)							
Life-line tariff - prepaid		(describe structure)							
Flat rate tariff - meter (c/kWh)									
Flat rate tariff - prepaid(c/kWh)									
Meter - IBT Block 1 (c/kWh)		(fill in thresholds)							
Meter - IBT Block 2 (c/kWh)		(fill in thresholds)							
Meter - IBT Block 3 (c/kWh)		(fill in thresholds)							
Meter - IBT Block 4 (c/kWh)		(fill in thresholds)							
Meter - IBT Block 5 (c/kWh)		(fill in thresholds)							
Prepaid - IBT Block 1 (c/kWh)		(fill in thresholds)							
Prepaid - IBT Block 2 (c/kWh)		(fill in thresholds)							
Prepaid - IBT Block 3 (c/kWh)		(fill in thresholds)							
Prepaid - IBT Block 4 (c/kWh)		(fill in thresholds)							
Prepaid - IBT Block 5 (c/kWh)		(fill in thresholds)							
<i>Other</i>	2								
<u>Waste management tariffs</u>									
<i>Domestic</i>									
Street cleaning charge									
Basic charge/fixed fee									
80l bin - once a week									
250l bin - once a week									

DC10 Sarah Baartman - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Ref	Provide description of tariff structure where appropriate	2013/14	2014/15	2015/16	Current Year 2016/17	2017/18 Medium Term Revenue & Expenditure Framework		
							Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Exemptions, reductions and rebates (Rands)									
[Insert lines as applicable]		Not applicable to District Municipality							
Water tariffs									
[Insert blocks as applicable]		(fill in thresholds) (fill in thresholds)							
Waste water tariffs									
[Insert blocks as applicable]		(fill in structure) (fill in structure)							
Electricity tariffs									
[Insert blocks as applicable]		(fill in thresholds) (fill in thresholds)							

DC10 Sarah Baartman - Supporting Table SA14 Household bills

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18 % incr.	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Rand/cent											
<u>Monthly Account for Household - 'Middle Income Range'</u>	1										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
VAT on Services	sub-total	-	-	-	-	-	-	-	-	-	-
Total large household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-	-
<u>Monthly Account for Household - 'Affordable Range'</u>	2										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
VAT on Services	sub-total	-	-	-	-	-	-	-	-	-	-
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-	-
<u>Monthly Account for Household - 'Indigent'</u>	3										
<u>Household receiving free basic services</u>											
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
VAT on Services	sub-total	-	-	-	-	-	-	-	-	-	-
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
Parent municipality										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank		254,434	254,985	233,205	180,466	180,466	209,294	187,650	175,267	165,431
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Municipal Bonds										
Municipality sub-total	1	254,434	254,985	233,205	180,466	180,466	209,294	187,650	175,267	165,431
Entities										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Entities sub-total		-	-	-	-	-	-	-	-	-
Consolidated total:		254,434	254,985	233,205	180,466	180,466	209,294	187,650	175,267	165,431

DC10 Sarah Baartman - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity		Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/No)	Variable or Fixed Interest rate	Interest Rate *	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realized	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of Institution & Investment ID		1	Yrs/Months												
Parent institution															
ABSA Bank				Fixed Deposit	No	Various	No	n/a	n/a	70,822	6,091	(13,415)		63,488	
Standard Bank				Fixed Deposit	No	Various	No	n/a	n/a	17,970	1,545	(3,404)		16,111	
Nedcor				Fixed Deposit	No	Various	No	n/a	n/a	49,681	4,273	(3,410)		44,543	
FNB Rand				Fixed Deposit	No	Various	No	n/a	n/a	47,567	4,091	(3,010)		42,648	
Invesec				Fixed Deposit	No	Various	No	n/a	n/a	23,255	2,000	(4,05)		20,850	
Municipality sub-total											209,294		(39,644)		187,650
Entities															
Entities sub-total															
TOTAL INVESTMENTS AND INTEREST		1									209,294		(39,644)		187,650

DC10 Sarah Baartman - Supporting Table SA17 Borrowing

Borrowing - Categorised by type R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Parent municipality										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	-	-	-	-	-	-	-	-	-
Unspent Borrowing - Categorised by type										
Parent municipality										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Unspent Borrowing	1	-	-	-	-	-	-	-	-	-

References

1. Total borrowing must reconcile to Budgeted Financial Position (Borrowing - non-current)

DC10 Sarah Baartman - Supporting Table SA32 List of external mechanisms

External mechanism Name of organisation	Yrs/ Mths	Period of agreement 1.		Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2. R thousand
		Number				
To be Appointed	Yrs	3		Internal Audit	30 June 2020	1 700
OS Holdings (PTY) Ltd	Yrs	3		Mscoa System	30 June 2020	5 316
ABSA Bank	Yrs	5		Banking Services	30 June 2020	115
Lateral Union	Yrs	3		Insurance Brokerage services	30 June 2018	710
DDP Valuators	Yrs	3		Property Valuation	30 June 2019	320
HRG Rennies Travel	Yrs	3		Travel Agency Services	09 December 2019	5 455
Ultimate Recruitment Solutions	Yrs	3		Advertising Services	31 December 2017	400
Wesbank (First Auto)	Yrs	3		Petrol Card and Maintenance Service	31 October 2018	2 056
The Specialist	Yrs	1		Cleaning	31 March 2018	485

References

1. Total agreement period from commencement until end
2. Annual value

DC10 Sarah Baartman - Supporting Table SA34c Consolidated repairs and maintenance by asset class

Description	Ref	2013/14			2014/15			2015/16			Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework					
		Audited Outcome			Audited Outcome			Audited Outcome			Original Budget			Adjusted Budget			Full Year Forecast		
		R thousand	1															Budget Year 2017/18	Budget Year +1 2018/19
Repairs and maintenance expenditure by Asset Class/Sub-class																			
Infrastructure		-		-		-		-		-	-		-	-		-		-	
Roads Infrastructure		-		-		-		-		-	-		-	-		-		-	
<i>Roads</i>		-		-		-		-		-	-		-	-		-		-	
<i>Road Structures</i>		-		-		-		-		-	-		-	-		-		-	
<i>Road Furniture</i>		-		-		-		-		-	-		-	-		-		-	
<i>Capital Spares</i>		-		-		-		-		-	-		-	-		-		-	
Storm water Infrastructure		-		-		-		-		-	-		-	-		-		-	
<i>Drainage Collection</i>		-		-		-		-		-	-		-	-		-		-	
<i>Storm water Conveyance</i>		-		-		-		-		-	-		-	-		-		-	
<i>Attenuation</i>		-		-		-		-		-	-		-	-		-		-	
Electrical Infrastructure		-		-		-		-		-	-		-	-		-		-	
<i>Power Plants</i>		-		-		-		-		-	-		-	-		-		-	
<i>HV Substations</i>		-		-		-		-		-	-		-	-		-		-	
<i>HV Switching Station</i>		-		-		-		-		-	-		-	-		-		-	
<i>HV Transmission Conductors</i>		-		-		-		-		-	-		-	-		-		-	
<i>MV Substations</i>		-		-		-		-		-	-		-	-		-		-	
<i>MV Switching Stations</i>		-		-		-		-		-	-		-	-		-		-	
<i>MV Networks</i>		-		-		-		-		-	-		-	-		-		-	
<i>LV Networks</i>		-		-		-		-		-	-		-	-		-		-	
<i>Capital Spares</i>		-		-		-		-		-	-		-	-		-		-	
Water Supply Infrastructure		-		-		-		-		-	-		-	-		-		-	
<i>Dams and Weirs</i>		-		-		-		-		-	-		-	-		-		-	
<i>Boreholes</i>		-		-		-		-		-	-		-	-		-		-	
<i>Reservoirs</i>		-		-		-		-		-	-		-	-		-		-	
<i>Pump Stations</i>		-		-		-		-		-	-		-	-		-		-	
<i>Water Treatment Works</i>		-		-		-		-		-	-		-	-		-		-	
<i>Bulk Mains</i>		-		-		-		-		-	-		-	-		-		-	
<i>Distribution</i>		-		-		-		-		-	-		-	-		-		-	
<i>Distribution Points</i>		-		-		-		-		-	-		-	-		-		-	
<i>PRV Stations</i>		-		-		-		-		-	-		-	-		-		-	
<i>Capital Spares</i>		-		-		-		-		-	-		-	-		-		-	
Sanitation Infrastructure		-		-		-		-		-	-		-	-		-		-	
<i>Pump Station</i>		-		-		-		-		-	-		-	-		-		-	
<i>Reticulation</i>		-		-		-		-		-	-		-	-		-		-	
<i>Waste Water Treatment Works</i>		-		-		-		-		-	-		-	-		-		-	
<i>Outfall Sewers</i>		-		-		-		-		-	-		-	-		-		-	
<i>Toilet Facilities</i>		-		-		-		-		-	-		-	-		-		-	
<i>Capital Spares</i>		-		-		-		-		-	-		-	-		-		-	
Solid Waste Infrastructure		-		-		-		-		-	-		-	-		-		-	
<i>Landfill Sites</i>		-		-		-		-		-	-		-	-		-		-	
<i>Waste Transfer Stations</i>		-		-		-		-		-	-		-	-		-		-	
<i>Waste Processing Facilities</i>		-		-		-		-		-	-		-	-		-		-	
<i>Waste Drop-off Points</i>		-		-		-		-		-	-		-	-		-		-	
<i>Waste Separation Facilities</i>		-		-		-		-		-	-		-	-		-		-	
<i>Electricity Generation Facilities</i>		-		-		-		-		-	-		-	-		-		-	
<i>Capital Spares</i>		-		-		-		-		-	-		-	-		-		-	
Rail Infrastructure		-		-		-		-		-	-		-	-		-		-	
<i>Rail Lines</i>		-		-		-		-		-	-		-	-		-		-	
<i>Rail Structures</i>		-		-		-		-		-	-		-	-		-		-	
<i>Rail Furniture</i>		-		-		-		-		-	-		-	-		-		-	
<i>Drainage Collection</i>		-		-		-		-		-	-		-	-		-		-	
<i>Storm water Conveyance</i>		-		-		-		-		-	-		-	-		-		-	
<i>Attenuation</i>		-		-		-		-		-	-		-	-		-		-	
<i>MV Substations</i>		-		-		-		-		-	-		-	-		-		-	
<i>LV Networks</i>		-		-		-		-		-	-		-	-		-		-	
<i>Capital Spares</i>		-		-		-		-		-	-		-	-		-		-	
Coastal Infrastructure		-		-		-		-		-	-		-	-		-		-	
<i>Sand Pumps</i>		-		-		-		-		-	-		-	-		-		-	
<i>Piers</i>		-		-		-		-		-	-		-	-		-		-	
<i>Revetments</i>		-		-		-		-		-	-		-	-		-		-	
<i>Promenades</i>		-		-		-		-		-	-		-	-		-		-	
<i>Capital Spares</i>		-		-		-		-		-	-		-	-		-		-	
Information and Communication Infrastructure		-		-		-		-		-	-		-	-		-		-	
<i>Data Centres</i>		-		-		-		-		-	-		-	-		-		-	
<i>Core Layers</i>		-		-		-		-		-	-		-	-		-		-	
<i>Distribution Layers</i>		-		-		-		-		-	-		-	-		-		-	
<i>Capital Spares</i>		-		-		-		-		-	-		-	-		-		-	

Community Assets	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-
<i>Halls</i>	-	-	-	-	-	-	-	-
<i>Centres</i>	-	-	-	-	-	-	-	-
<i>Crèches</i>	-	-	-	-	-	-	-	-
<i>Clinics/Care Centres</i>	-	-	-	-	-	-	-	-
<i>Fire/Ambulance Stations</i>	-	-	-	-	-	-	-	-
<i>Testing Stations</i>	-	-	-	-	-	-	-	-
<i>Museums</i>	-	-	-	-	-	-	-	-
<i>Galleries</i>	-	-	-	-	-	-	-	-
<i>Theatres</i>	-	-	-	-	-	-	-	-
<i>Libraries</i>	-	-	-	-	-	-	-	-
<i>Cemeteries/Crematoria</i>	-	-	-	-	-	-	-	-
<i>Police</i>	-	-	-	-	-	-	-	-
<i>Parks</i>	-	-	-	-	-	-	-	-
<i>Public Open Space</i>	-	-	-	-	-	-	-	-
<i>Nature Reserves</i>	-	-	-	-	-	-	-	-
<i>Public Ablution Facilities</i>	-	-	-	-	-	-	-	-
<i>Markets</i>	-	-	-	-	-	-	-	-
<i>Stalls</i>	-	-	-	-	-	-	-	-
<i>Abattoirs</i>	-	-	-	-	-	-	-	-
<i>Airports</i>	-	-	-	-	-	-	-	-
<i>Taxi Ranks/Bus Terminals</i>	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-
<i>Indoor Facilities</i>	-	-	-	-	-	-	-	-
<i>Outdoor Facilities</i>	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-
<i>Improved Property</i>	-	-	-	-	-	-	-	-
<i>Unimproved Property</i>	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-
<i>Improved Property</i>	-	-	-	-	-	-	-	-
<i>Unimproved Property</i>	-	-	-	-	-	-	-	-
Other assets	424	117	118	1 500	1 500	-	-	-
Operational Buildings	424	117	118	1 500	1 500	-	-	-
<i>Municipal Offices</i>	424	117	118	1 500	1 500	-	-	-
<i>Pay/Enquiry Points</i>	-	-	-	-	-	-	-	-
<i>Building Plan Offices</i>	-	-	-	-	-	-	-	-
<i>Workshops</i>	-	-	-	-	-	-	-	-
<i>Yards</i>	-	-	-	-	-	-	-	-
<i>Stores</i>	-	-	-	-	-	-	-	-
<i>Laboratories</i>	-	-	-	-	-	-	-	-
<i>Training Centres</i>	-	-	-	-	-	-	-	-
<i>Manufacturing Plant</i>	-	-	-	-	-	-	-	-
<i>Depots</i>	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-
<i>Staff Housing</i>	-	-	-	-	-	-	-	-
<i>Social Housing</i>	-	-	-	-	-	-	-	-
<i>Capital Spares</i>	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-
<i>Servitudes</i>	-	-	-	-	-	-	-	-
<i>Licences and Rights</i>	-	-	-	-	-	-	-	-
<i>Water Rights</i>	-	-	-	-	-	-	-	-
<i>Effluent Licenses</i>	-	-	-	-	-	-	-	-
<i>Solid Waste Licenses</i>	-	-	-	-	-	-	-	-
<i>Computer Software and Applications</i>	-	-	-	-	-	-	-	-
<i>Land Settlement Software Applications</i>	-	-	-	-	-	-	-	-
<i>Unspecified</i>	-	-	-	-	-	-	-	-
Computer Equipment	17	157	138	137	137	81	91	100

Computer Equipment	17	157	138	137	137	81	91	100	110	
Furniture and Office Equipment	7	48	50	50	50	1	20	20	20	
Furniture and Office Equipment	7	48	50	50	50	1	20	20	20	
Machinery and Equipment	193	155	321	414	414	413	520	550	580	
Machinery and Equipment	193	155	321	414	414	413	520	550	580	
Transport Assets	-	-	-	-	-	-	-	-	-	
Transport Assets	-	-	-	-	-	-	-	-	-	
Libraries	-	-	-	-	-	-	-	-	-	
Libraries	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Total Repairs and Maintenance Expenditure	1	640	475	527	2 100	2 100	495	631	670	710
<i>R&M as a % of PPE</i>	2.2%	1.9%	2.6%	6.1%	6.1%	0.0%	0.0%	0.0%	0.0%	
<i>R&M as % Operating Expenditure</i>	0.5%	0.4%	0.5%	1.5%	1.3%	0.4%	0.0%	0.5%	0.6%	

DC10 Sarah Baartman - Supporting Table SA34d Consolidated Depreciation by asset class

Description R thousand	Ref 1	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<u>Depreciation by Asset Class/Sub-class</u>										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs										
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station										
Reticulation										
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps										
Piers										
Revetments										
Promenades										

<i>Capital Spares</i>									
Information and Communication Infrastructure									
<i>Data Centres</i>	-	-	-	-	-	-	-	-	-
<i>Care Layers</i>									
<i>Distribution Layers</i>									
<i>Capital Spares</i>									
Community Assets	-	-	-	-	-	-	-	-	-
Community Facilities									
<i>Halls</i>	-	-	-	-	-	-	-	-	-
<i>Centres</i>									
<i>Crèches</i>									
<i>Clinics/Care Centres</i>									
<i>Fire/Ambulance Stations</i>									
<i>Testing Stations</i>									
<i>Museums</i>									
<i>Galleries</i>									
<i>Theatres</i>									
<i>Libraries</i>									
<i>Cemeteries/Crematoria</i>									
<i>Police</i>									
<i>Parks</i>									
<i>Public Open Space</i>									
<i>Nature Reserves</i>									
<i>Public Abolition Facilities</i>									
<i>Markets</i>									
<i>Stalls</i>									
<i>Abattoirs</i>									
<i>Airports</i>									
<i>Taxi Ranks/Bus Terminals</i>									
<i>Capital Spares</i>									
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
<i>Indoor Facilities</i>									
<i>Outdoor Facilities</i>									
<i>Capital Spares</i>									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating									
<i>Improved Property</i>									
<i>Unimproved Property</i>									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
<i>Improved Property</i>									
<i>Unimproved Property</i>									
Other assets	273	221	220	295	295	214	268	284	300
Operational Buildings	273	221	220	285	295	214	268	284	300
<i>Municipal Offices</i>	273	221	220	295	295	214	268	284	300
<i>PayEnquiry Points</i>									
<i>Building Plan Offices</i>									
<i>Workshops</i>									
<i>Yards</i>									
<i>Stores</i>									
<i>Laborefories</i>									
<i>Training Centres</i>									
<i>Manufacturing Plant</i>									
<i>Depots</i>									
<i>Capital Spares</i>									
Housing	-	-	-	-	-	-	-	-	-
<i>Staff Housing</i>									
<i>Social Housing</i>									
<i>Capital Spares</i>									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-

Biological or Cultivated Assets										
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights	-	-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
Computer Equipment	230	252	453	281	281	439	551	584	618	
Computer Equipment	230	252	453	281	281	439	551	584	618	
Furniture and Office Equipment	127	298	316	-	-	307	386	408	432	
Furniture and Office Equipment	127	298	316	-	-	307	386	408	432	
Machinery and Equipment	180	96	92	445	445	94	118	125	132	
Machinery and Equipment	180	96	92	445	445	94	118	125	132	
Transport Assets	589	595	650	659	659	626	786	833	881	
Transport Assets	589	595	650	659	659	626	786	833	881	
Libraries	-	-	-	-	-	-	-	-	-	
Libraries										
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals										
Total Depreciation	1	1 399	1 462	1 731	1 680	1 680	1 680	2 109	2 233	2 364

DC10 Sarah Baartman - Supporting Table SA35 Consolidated future financial implications of the capital budget

Vote Description R thousand	Ref	2017/18 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Present value
Capital expenditure	1							
Vote 1 - Executive and Council		30	—	—	—	—	—	—
Vote 2 - Finance and Corporate Services		906	—	—	—	—	—	—
Vote 3 - Planning and Infrastructure development		17	—	—	—	—	—	—
Vote 4 - Health		—	—	—	—	—	—	—
Vote 5 - Community Services		—	—	—	—	—	—	—
Vote 6 - Housing		—	—	—	—	—	—	—
Vote 7 - Public Safety		59	—	—	—	—	—	—
Vote 8 - Sport and Recreation		—	—	—	—	—	—	—
Vote 9 - Waste Management		—	—	—	—	—	—	—
Vote 10 - Roads		—	—	—	—	—	—	—
Vote 11 - Water		—	—	—	—	—	—	—
Vote 12 - Electricity		—	—	—	—	—	—	—
Vote 13 - Tourism		—	—	—	—	—	—	—
Vote 14 - [NAME OF VOTE 14]		—	—	—	—	—	—	—
Vote 15 - [NAME OF VOTE 15]		—	—	—	—	—	—	—
List entity summary if applicable								
Total Capital Expenditure	2	1 012	—	—	—	—	—	—
Future operational costs by vote	2							
Vote 1 - Executive and Council								
Vote 2 - Finance and Corporate Services								
Vote 3 - Planning and Infrastructure development								
Vote 4 - Health								
Vote 5 - Community Services								
Vote 6 - Housing								
Vote 7 - Public Safety								
Vote 8 - Sport and Recreation								
Vote 9 - Waste Management								
Vote 10 - Roads								
Vote 11 - Water								
Vote 12 - Electricity								
Vote 13 - Tourism								
Vote 14 - [NAME OF VOTE 14]								
Vote 15 - [NAME OF VOTE 15]								
List entity summary if applicable								
Total future operational costs	3	—	—	—	—	—	—	—
Future revenue by source	3							
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Service charges - other								
Rental of facilities and equipment								
List other revenues sources if applicable								
List entity summary if applicable								
Total future revenue		—	—	—	—	—	—	—
Net Financial Implications		1 012	—	—	—	—	—	—

References

1. Summarise the total capital cost until capital project is operational (MFMA s19(2)(a))
2. Summary of future operational costs from when projects operational (present value until the end of each asset's useful life) (MFMA s19(2)(b))
3. Summarise the future revenue from when projects are operational, including municipal tax and tariff implications, (present value until the end of asset's useful life)

DC10 Sarah Baartman - Supporting Table SA3B Consolidated detailed capital budget

Municipal Vote/Capital project R thousand	Ref	Program/Project description	IDP Goal code 2	Individually Approved (Yes/No) 6	Asset Class 3	Asset Sub-Class 3	GPS co-ordinators 5	Total Project Estimate 5	Prior year outcomes Audited Outcome 2015/16	Current Year 2016/17 Full Year Forecast	2017/18 Medium Term Revenue & Expenditure Framework		Project Information New or renewal Ward location	
											Budget Year 2016/18	Budget Year +1 2016/19	Budget Year +2 2016/20	
Parent municipality: <i>List all capital projects grouped by Municipal Vote</i>														
The District Municipality does not have any Capital Projects which would result in the capitalisation of infrastructure assets. All assets budgeted for is for operational use and is categorised as PPE														
Parent Capital expenditure	1										-	-	-	
Entities: <i>List all capital projects grouped by Entity</i>														
Entity A Water project A														
Entity B Electricity project B														
Entity Capital expenditure											-	-	-	
Total Capital expenditure											-	-	-	

DC10 Sarah Baartman - Supporting Table SA37 Consolidated projects delayed from previous financial year/s

Municipal Vote/Capital project R thousand	Ref.	Project name	Project number	Asset Class 3	Asset Sub-Class 3	GPS co-ordinates 4	Previous target years to complete		Current Year 2016/17		2017/18 Medium Term Revenue & Expenditure Framework		
							Original Budget	Year	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20		
Parent municipality: <i>List all capital projects grouped by Municipal Vote</i>													
Entity: <i>List all capital projects grouped by Municipal Entity</i>													
Entity Name <i>The District Municipality does not have any capital projects which will result in the capitalisation of infrastructural assets. All assets budgeted for is for operational use and is categorised as PPE.</i>													

DC10 Sarah Baartman - Supporting Table S49 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2013/14				2014/15				2015/16				2016/17				2017/18 Medium Term Revenue & Expenditure Framework			
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome	Original Budget												
Demographics																									
Population																									
Females aged 5 - 14																									
Males aged 5 - 14																									
Females aged 15 - 34																									
Males aged 15 - 34																									
Unemployment																									
Monthly household income (no. of households)																									
No income																									
R1 - R1 600																									
R1 601 - R3 200																									
R3 201 - R6 400																									
R6 401 - R12 800																									
R12 801 - R25 600																									
R25 601 - R51 200																									
R52 201 - R102 400																									
R102 401 - R204 800																									
R204 801 - R409 600																									
R409 601 - R9 200																									
> R819 200																									
Poverty profiles (no. of households)																									
< R2 060 per household per month																									
Insert description																									
Household demographics (0M)																									
Number of people in municipal area																									
Number of poor people in municipal area																									
Number of households in municipal area																									
Number of poor households in municipal area																									
Definition of poor household (R per month)																									
Housing statistics																									
Formal																									
Informal																									
Total number of households																									
Dwellings provided by municipality																									
Dwellings provided by provinces																									
Dwellings provided by private sector																									
Total new housing dwellings																									
Economic																									
Inflation/inflation outlook (CPIX)																									
Interest rate - borrowing																									
Interest rate - investment																									
Remuneration increases																									
Consumption growth (electricity)																									
Consumption growth (water)																									
Collection rates																									
Property tax/service charges																									
Rental of facilities & equipment																									
Interest - external investments																									
Interest - debtors																									
Revenue from agency services																									

ANNEXURES

PROJECT BUDGET - 2017/2018

<u>PROJECTS</u>	<u>AMOUNTS</u>	<u>FUNDING SOURCE</u>
<u>OFFICE OF THE MAYOR</u>		
PROGRAM FOR LEARNERS	300,000	Revenue
TOTAL: OFFICE OF THE MAYOR	<u>300,000</u>	
<u>OFFICE OF THE SPEAKER</u>		
IMBIZOS AND OUTREACH	150,000	Revenue
PUBLIC PARTICIPATION	150,000	Revenue
MORAL REGENERATION	200,000	Revenue
TOTAL: OFFICE OF THE SPEAKER	<u>500,000</u>	
<u>OFFICE OF THE MUNICIPAL MANAGER</u>		
CAPACITY BUILDING		
DEVELOP A COMPREHENSIVE LM SUPPORT STRATEGY	200,000	Revenue
REVIEW IGR FORUMS	100,000	Revenue
STAKEHOLDER MANAGEMENT	75,000	Revenue
SUPPORT TO LMS	<u>500,000</u>	Accumulated Surplus
	<u>875,000</u>	
SPECIAL PROJECT UNIT - YOUTH, GENDER AND DISABLED		
COMMEMORATION DAY CELEBRATION	120,000	Revenue
DISABILITY EMPOWERMENT	75,000	Revenue
WOMEN EMPOWERMENT	90,000	Revenue
YOUTH DEVELOPMENT	<u>90,000</u>	Revenue
	<u>375,000</u>	
HIV/AIDS		
IMPLEMENTATION OF THE HIV/AIDS PLAN	200,000	Revenue
DISTRICT WORLD AIDS DAY	<u>100,000</u>	Revenue
	<u>300,000</u>	
TOTAL: OFFICE OF THE MUNICIPAL MANAGER	<u>1,550,000</u>	
<u>DEPARTMENT: PLANNING AND DEVELOPMENT</u>		
PLANNING UNIT		
TECHNICAL TOWN PLANNING ASSISTANCE	300,000	Accumulated Surplus - Rollover
TECHNICAL TOWN PLANNING ASSISTANCE	250,000	Revenue
IDP SUPPORT TO MUNICIPALITIES	<u>100,000</u>	Revenue
	<u>650,000</u>	

<u>PROJECTS</u>	<u>AMOUNTS</u>	<u>FUNDING SOURCE</u>
PROJECT MANAGEMENT		
EPWP PROJECTS	1,000,000	GRANT - EPWP
DISTRICT WIDE INFRASTRUCTURE	800,000	Accumulated Surplus - Rollover
RIEBRON EPWP ROADS AND S/WATER PH2	2,000,000	Accumulated Surplus - Rollover
RELOCATION OF OFFICE	500,000	Accumulated Surplus
	<u>4,300,000</u>	
ENVIRONMENTAL HEALTH		
CONTRIBUTION MUNICIPALITIES	10,000,000	Revenue
EHS ASSESSMENT TO TAKE BACK FUNCTION	300,000	Accumulated Surplus
	<u>10,300,000</u>	
HOUSING COORDINATOR		
HOUSING TRANSFER AND BENEFICIARY	300,000	Infrastructure Levies
INFR DMA: ALIENATION	190,000	Infrastructure Levies
	<u>490,000</u>	
FIRE SERVICE - HEAD OFFICE		
FIRE EQUIPMENT FOR LM	2,500,000	Accumulated Surplus
FIRE TRAINING ASSISTANCE YO LMS	400,000	Revenue
RESTORATION OF FIRE HYDRANT DISTRICT WIDE	1,300,000	Accumulated Surplus - Rollover
PATERSON INTERGRATED EMERGENCY CENTRE	1,500,000	Accumulated Surplus - Rollover
CONTRIBUTIONS TO MUNICIPALITIES - FIRE SERVICES	8,500,000	Revenue
FIRE STATION - NDLAMBE	600,000	Accumulated Surplus - Rollover
FIRE ASSESSMENT TO TAKE BACK FUNCTION	1,000,000	Accumulated Surplus
	<u>15,800,000</u>	
DISASTER MANAGEMENT		
EDUCATION AND AWRENESS CAMPAIGN	200,000	Revenue
EMERGENCY CONTINGENCY	250,000	Revenue
	<u>450,000</u>	
TRANSPORT, ROADS & CAPACITY BUILDING		
RURAL ACCESS ROADS (RRAMS PROJECT)	2,235,000	GRANT - RRAMS
INTER CITY BUS TERMINAL	980,000	Accumulated Surplus - Rollover
	<u>3,215,000</u>	
WATER DISTRIBUTION		
WSA ASSESSMENT TO TAKE BACK FUNCTION	200,000	Accumulated Surplus
	<u>200,000</u>	
TOTAL: DEPARTMENT: PLANNING AND DEVELOPMENT	<u>35,405,000</u>	
<u>DEPARTMENT : ECONOMIC DEVELOPMENT</u>		
MANAGEMENT		
DISTRICT DEVELOPMENT AGENCY	5,000,000	Accumulated Surplus
	<u>5,000,000</u>	

<u>PROJECTS</u>	<u>AMOUNTS</u>	<u>FUNDING SOURCE</u>
LOCAL ECONOMIC DEVELOPMENT		
AGRICULTURAL SUPPORT	400,000	Revenue
LED DISTRICT SUPPORT	300,000	Revenue
ESTABLISH PRIVATE PUBLIC SECTOR FORUMS	50,000	Revenue
DISTRICT IPP FORUM	50,000	Revenue
PARTICIPATION IN NUCLEAR ENERGY AND SHALE GAS	50,000	Revenue
STRENGTHENING STRATEGIC PARTNERSHIPS	300,000	Revenue
APPRENTICESHIP PROGRAMME	100,000	Revenue
DISTRICT AGRIPARK PROGRAMME AND SUPPORT	200,000	Revenue
BUSINESS DEVELOPMENT FORUM	100,000	Revenue
	<u>1,550,000</u>	
TOURISM PROMOTION & DEVELOPMENT		
TOURISM MARKETING	750,000	Revenue
CREATIVE INDUSTRIES	300,000	Revenue
	<u>1,050,000</u>	
TOTAL: DEPARTMENT : ECONOMIC DEVELOPMENT	<u>7,600,000</u>	
<u>DEPARTMENT: FINANCE AND CORPORATE SERVICES</u>		
FINANCE AND CORPORATE SERVICES		
ASSESSMENT OF DISTRICT SHARED SERVICES	200,000	Revenue
	<u>200,000</u>	
FINANCIAL ACCOUNTING DIVISION		
SUPPORT TO LMS IRO GAMAP IMPLEMENTATION	250,000	GRANT - FMG
SUPPORT TO LMS IRO GAMAP IMPLEMENTATION	500,000	Accumulated Surplus - Rollover
SUPPORT TO LMS IRO GAMAP IMPLEMENTATION	750,000	Revenue
	<u>1,500,000</u>	
INFORMATION TECHNOLOGY		
ENHANCE TELECOMMUNICATION FACILITIES IN DISTRICT	50,000	Revenue
ESTABLISH AN INTRANET	50,000	Revenue
	<u>100,000</u>	
TOTAL:DEPARTMENT: FINANCE AND CORPORATE SERVICES	<u>1,800,000</u>	
TOTAL PROJECT BUDGET	<u>47,155,000</u>	
<u>SUMMARY OF FUNDING</u>		
GRANTS: NATIONAL	3,485,000	
INFRASTRUCTURE LEVIES	490,000	
REVENUE (EQUITABLE SHARE / INTEREST)	25,200,000	
ACCUMULATED SURPLUS - ROLLOVER	7,980,000	
ACCUMULATED SURPLUS	10,000,000	
	<u>47,155,000</u>	

Annexure “B”

Mandatory Performance Measures 2016/17

Mandatory Measure	SBDM
% of households with access to basic level of water	97%*
% of households with access to basic level of sanitation	83%*
% of households with access to basic level of electricity	NA
% of households with access to basic level of solid waste removal	96%*
% of households earning less than R1100 per monthly with access to free basic services	Not measured*
% of municipality's capital budget actually spent on capital projects identified in the IDP	100%
Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality approved employment equity plan	12 out of 16 (75%)
% of a municipality's budget actually spent on implementing its workplace skills plan	0.1%
Debt Coverage: Total operating revenue received – operating grants divided by debt servicing payments	NA
Service debtors to revenue: Total outstanding debtors divided by annual revenue actually received for services	NA

Reporting measure only, not measured as performance as autonomy is with respective Local Municipalities

ANNUAL PERFORMANCE OBJECTIVES BY VOTE – OPERATIONAL MEASURES

Vote	GFS Function	Objective	Key Performance Indicator
Executive Mayor	Executive and Council	<ul style="list-style-type: none"> Oversight of council operations and exercise delegated authority 	<ul style="list-style-type: none"> 100% of planned Council meetings held
Municipal Manager	Executive and Council	<ul style="list-style-type: none"> Ensure the institution is managed in an effective and efficient manner* 	<ul style="list-style-type: none"> 100% of SDBIP (operational and capital projects) implemented.
Finance and Administration		<ul style="list-style-type: none"> Ensure that the Municipality complies with Legislation applicable to it* Budgetary control of operating income and expenditure* Ensure that SBDM is active within the district in which it serves Compliance with OHASA Ensure that capacity of the District is given priority 	<ul style="list-style-type: none"> Zero incidence of repeat exception reports from Internal Audit (excl. those pre-identified as multiple year implementation programmes) Existence of a disaster Management Plan Income and expenditure variance not to exceed 10% Completion of an investigation into a relocation to Kirkwood Completion of the quarterly safety checklist Maintenance of the SBDM Capacity building strategy
Planning and Development Performance Management		<ul style="list-style-type: none"> Market SBDM to attract tourism, trade and investment Support the implementation of the IDP through the performance management of the institution and its workforce* 	<ul style="list-style-type: none"> 100% of SBDM employees under the Performance Management System
Planning and Infrastructure Development		<ul style="list-style-type: none"> Ensure that development occurs in the most logical way possible and in a manner that is in line with the adopted SDF principles 	<ul style="list-style-type: none"> 100% Projects prioritized and funded in accordance with the SDF principles
Economic Development	Planning and Development	<ul style="list-style-type: none"> Ensure that the growth and development agreement is implemented and used as the basis for cooperative district-wide development* 	<ul style="list-style-type: none"> Monitor monetary commitments from social partners as per the GDS agreement

Vote	GFS Function	Objective	Key Performance Indicator (2014/15)
Finance and Corporate Services	Finance and Administration	<ul style="list-style-type: none"> ● Compilation of budget and financial statements ● Ensure that Council finances are well managed ● Ensure HR issues are effectively dealt with 	<ul style="list-style-type: none"> ● Delivery of financial statements to OAG on or before 31 August ● Annual approved budget ● 100% Financial obligations required by MFMA adhered to in accordance with National Treasury MFMA implementation priorities ● 100% job descriptions in place ● Recruitment process completed within 8 weeks ● Training takes place in accordance with the work skills development plan.* ● 100% disciplinary hearings organized within 15 working days after service of notice of misconduct.
	Executive and Council	<ul style="list-style-type: none"> ● Ensure decision makers receive information 	<ul style="list-style-type: none"> ● 100% council agendas delivered prior to 7 days of meeting

* Indicator supported and implemented across all Votes

Annexure "D"

Revenue by Source

Source	Performance Measure	Performance Target
Other income	% of sundry income collected	100 %
Rental of facilities & Equipment	% of fees received	100 %
Interest earned - external investments	Average rate of return/ prime rate	78 %
Interest earned – outstanding debtors	Average rate of return/ prime rate	100 %
Settlement discounts	% of settlement discounts negotiated	1 %
Contributions – other municipalities	% of contributions recovered (if applicable)	100%
Government Grants and Subsidies	% of Grants received	100%
Contribution: Surplus account	% of cash backed surplus utilized	100%

Note: All other income sources are determined by National and Provincial Departments and as promulgated by DORA Act.

SARAH BAARTMAN DISTRICT MUNICIPALITY

CAPITAL BUDGET 2017/18

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
EXECUTIVE AND COUNCIL - GFS					
OFFICE OF THE MAYOR					
COUNCIL EXPENSES					
Bar - fridge	Office Equipment	1	3,000	3,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	2	3,500	7,000	Accumulated Surplus
Filing Cabinet	Furniture and Fittings	1	10,000	10,000	Accumulated Surplus
				20,000	
				20,000	
TOTAL VOTE : OFFICE OF MAYOR					
OFFICE OF THE MUNICIPAL MANAGER					
MANAGEMENT					
Filing Cabinet	Furniture and Fittings	1	10,000	10,000	Accumulated Surplus
				10,000	
				10,000	
TOTAL VOTE : OFFICE OF MUNICIPAL MANAGER					
TOTAL : EXECUTIVE AND COUNCIL - GFS					
FINANCE AND ADMINISTRATION - GFS					
DEPARTMENT : FINANCE AND CORPORATE SERVICES					
CORPORATE SERVICES					
MANAGER: CORPORATE SERVICES					
Desk	Furniture and Fittings	1	6,000	6,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	1	3,500	3,500	Accumulated Surplus
				9,500	
PEOPLE MANAGEMENT					
Desk	Furniture and Fittings	1	6,000	6,000	Accumulated Surplus
Vistor chair	Furniture and Fittings	2	1,500	3,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	1	2,500	2,500	Accumulated Surplus
Recording Device	Office equipment	1	10,000	10,000	Accumulated Surplus
				21,500	
ARCHIVES					
Swivel chair	Furniture and Fittings	2	3,500	7,000	Accumulated Surplus
Fax Machine	Office equipment	1	5,000	5,000	Accumulated Surplus
Electronic Heavy Duty Punch	Office equipment	1	8,000	8,000	Accumulated Surplus
				20,000	
TOTAL : CORPORATE SERVICES					
FINANCE					
PROCUREMENT					
Shredder	Office Equipment	1	5,000	5,000	Accumulated Surplus
				5,000	
				5,000	
TOTAL : FINANCE					
INFORMATION TECHNOLOGY					
IT					
IT infrastructure	Office equipment	1	200,000	200,000	Accumulated Surplus
				200,000	
TOTAL : INFORMATION TECHNOLOGY					
PROPERTY SERVICES					
ESTATES					
Airconditioners	Office equipment	10	15,000	150,000	Accumulated Surplus
Building refurbishment	Office equipment	1	500,000	500,000	Accumulated Surplus
				650,000	
TOTAL: PROPERTY SERVICES					
TOTAL : FINANCE AND ADMINISTRATION - GFS					
				906,000	

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
PLANNING AND DEVELOPMENT - GFS					
DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT					
PROJECT MANAGEMENT					
Swivel chairs X 2	Furniture and Fittings	2	3,500	7,000	Accumulated Surplus
Shredder	Office Equipment	1	5,000	5,000	Accumulated Surplus
Filing Cabinet	Furniture and Fittings	1	5,000	5,000	Accumulated Surplus
				17,000	
DISASTER MANAGEMENT					
Camera x 6	Office Equipment	6	8,000	48,000	Accumulated Surplus
Data Projector	Office Equipment	1	11,000	11,000	Accumulated Surplus
				59,000	
VOTE TOTAL : DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT				76,000	
TOTAL : PLANNING AND INFRASTRUCTURE DEVELOPMENT - GFS				76,000	
Total Capital Budget				1,012,000	
FUNDING OF CAPITAL BUDGET					
SBDM - Accumulated Profits				1,012,000	
				1,012,000	

ANNEXURE "F"

TARIFFS 2017/2018

1 COMPUTERISED INFORMATION

2 FAXES

3 INTEREST RATE

3.1 Standard Rate of Interest means a rate of interest which is two percent higher than the rate of interest payable by a Council to its bank in respect of an overdraft

4 PHOTOCOPIES

5 PARKING

Private (Staff) Standard Bank b each R 40.00

6 ESTATES

6.1	Rental - Internal	As per negotiated lease agreements	b	per m ²	R 75.00
6.2	Rental - External		b		

7 BID DOCUMENTS

7.1 Bid document Administration Fee - 80/20 PPP b each R 100.00
7.2 Bid document Administration Fee - 90/10 PPP b each R 250.00

8 GEOGRAPHICAL INFORMATION SYSTEM

8.1 ArcGIS Drawings				
A4	b	each	R 15.00	
A3	b	each	R 25.00	
A2	b	each	R 40.00	
A1	b	each	R 60.00	
A0	b	each	R 85.00	

8.2 <u>Aerial Photo</u>				
A4	b	each	R 30.00	
A3	b	each	R 50.00	
A2	b	each	R 80.00	
A1	b	each	R 95.00	
A0	b	each	R 150.00	

9 ENVIRONMENTAL HEALTH

10 PROMOTION OF ACCESS TO INFORMATION ACT

Part ii of Notice 187 in the Government Gazette on 1 November 2006

- 1 The fee for a copy of the manual is in accordance with regulation 5(c) of the Act
- 2 The fees for reproduction is in accordance with regulation 7(1) of the Act
- 3 The request fee payable by every requester, other than a personal requester, is in accordance with regulation 7(2) of the Act
- 4 The access fees payable by a requester is in accordance with regulation 7(3) of the Act
- 5 For purposes of section 22(2) of the Act, the following applies:
 - a) Six hours as the hours to be exceeded before a deposit is payable; and
 - b) one third of the access fee is payable as a deposit by the requester.
- 6 The actual postage is payable when a copy of a record must be posted to a requester.
 - a *Tariff exempt from VAT*
 - b *Tariff is standard rated and VAT inclusive*

SARAH BAARTMAN DISTRICT MUNICIPALITY: DRAFT SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2017/18

ANNEXURE G

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones		
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target
DEVELOPMENT PRIORITY 1: INFRASTRUCTURE INVESTMENT											
To provide costed infrastructure plans	Appointment of experienced professional team	District Wide Infrastructure Plan	District Wide Infrastructure Plan Developed	Ten year Infrastructure Plan Developed for SBDM	Planning and Infrastructure Services	Planning & Development	01 202 78165	R 890,000	Data on Infrastructure needs for the next 10 years collected from LMs	Data collection completed	Draft District Wide Infrastructure Plan completed
To promote and coordinate integrated spatial planning in the District	Co-ordinate the implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Review and Consolidation of Ndlambe Zoning Scheme Regulations	Reviewed Ndlambe Zoning Scheme	Submission of Final Report to Ndlambe Local Municipality for adoption	Planning and Infrastructure Services	Planning & Development	01 152 78195	R 550,000	Submission of Issues Report	Submission of 1st Draft of Zoning Regulations	Final Report submitted for adoption by Ndlambe Local Municipality
To promote integration between spatial planning and transportation planning to achieve sustainable human settlement	Implementation of transportation projects	Construction of a Inter-City Bus Terminal in Graaff-Reinet and Taxi Rank complete	Construction of Abutment facilities and shelters for inter-City Bus Terminal in Graaff-Reinet and Taxi Rank completed	Completion of Abutment facilities and shelters or inter-City Bus Terminal and Taxi Rank completed	Planning and Infrastructure Services	Road Transport	01 154 78255 & 01 202 76164	R 980,000	Bid document complete for procurement	Appointment of a service provider	Construction commences
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10km's per annum over 5 years	Implementation of road projects as mandated by LMs	Rural Roads Asset Management System set up for SBDM	Rural Roads Asset Management System - RRAMS (Infrastructure Inventory Verification, Bridge Assessment Reports, RCAM Classification, Maintenance Planning and Road Condition Assessments completed)	Rural Roads Asset Management System set up for SBDM	Planning and Infrastructure Services	Roads	01 154 75360	R 2,235,000	Infrastructure Inventory Verification, Bridge Assessment Reports, RCAM Classification and Maintenance Planning in progress	Infrastructure Inventory Verification, Bridge Assessment Reports, RCAM Classification and Maintenance Planning commences	Maintenance Planning complete and Compilation of Asset Registers
	Rielbron Roads & Stormwater	Upgrading of Rielbron Roads & Stormwater (paving)	Construction of 500m of paving of road for Rielbron roads& stormwater	Rielbron Roads	Planning and Infrastructure Services	Roads	01 202 78261	R 2,000,000	Appointment of service providers for material and construction	Construction commences	Completion of 500m paving of road

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R&W	Performance Milestones		
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target
To effectively monitor and manage environmental health services (EHS) in all the LMs	Implementation of Environmental Health Services effectively to all LMs	Environmental Health Services Assessment (Recall of Function)	Environmental Health Services Assessment Complete	Environmental Health Services Assessment Complete	Environmental Health Services Assessment Complete	Planning & Development	R 300,000	Establishment of the Project Steering Committee	Consultation of Local Municipalities and Stakeholders	Development of transitional plans (HR, Finance, Assets, etc.)	Completion of the Environmental Health Services Assessment
DEVELOPMENT PRIORITY 2: CAPACITY BUILDING AND SUPPORT TO LMS						Finance & Corporate Services	0105576207	R 2,750,000	NA	Administrative planning and preparation to hold workshop with SBDM	Provide assistance through 1 training workshops held in GRAP compliance for 7 LMs
To improve effectiveness in municipal financial management	Improve corporate governance systems both in the district and LMs	GRAP Implementation	Provision of assistance to 7 LMs in respect to GRAP compliance to improve Audit Outcomes	Provide assistance through 1 training workshops held in GRAP compliance and new standards by making available financial management support to deal with issues raised in the LMs AG's management letter	Finance Admin					Monitor and Evaluate 7 LMs for improved Financial Management processes, policies, procedures and internal controls and dealing with specific AG findings in management letter and assisting with the preparation on the audit plan	
DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT						10 SME's and Cooperatives (financially and non-financially) supported in the District	LED	01 147 78216	R 2,500,000	Establish partnerships with SEDA and ECDC on enterprise development (maritime, agriculture, energy and secondary sector)	Identify 10 SME's to be developed and supported
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%	Promote Social Economy Investment	Development Support to SMEs/Cooperatives in the Local Municipalities	Combination of 10 SME's and Cooperatives (financially and non-financially) supported in the District	4 DST meetings held within the District in all 7 LMs. LED capacity building programmes implemented	Economic Development					50% of programme implementation of the Enterprise Development programme	100% implementation of the Enterprise Development programme
Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.	Build Government to Government Partnerships	Implement DST annual programme/action plan	4 DST meetings held within the District in all 7 LMs. LED capacity building programmes implemented	01 147 78189 (budget to be reconfirmed)	LED				1st DST meeting held	2nd DST meeting held	4th DST meeting held and 2018/19 Action Plan developed

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target	
To position the District as a nationally recognised tourism brand, and communicate these two markets	Tourism Marketing	Tourism	Economic Development	Tourism marketing strategy reviewed and implemented for the District through participation in Exhibitions, Placement of media adverts, producing marketing materials , supporting festivals, updating stats system, formulating tourism package and conducting seasonal campaigns	Tourism	01 400 78124 (Budget to be re-confirmed)	R 1,600,000	Review and formulate implementation plan of the Tourism Marketing strategy.	Implement Tourism marketing Strategy through Participation at the Gateway show, The implementation of Monthly Getaway for Locals; Placements of Advertisements in at least 2 media channels, monthly brochures. The Implementation of Monthly Getaway for Locals. Invite proposals from National Arts Festival and Wild Bees. Festival Packaging, Development of 7 Wonders Tourism Application	Additional Placements in at least 2 media channels; Complete concept for Winter Campaign; and print 7 brochures. The implementation of programmes in the festivals.	Participate at Tourism Indaba, Winter Campaign roll out; Placements of adverts in at least 2 media channels, SLA's signed with the festivals.	
To showcase the District as a distinctive brand, and communicate these two markets	Tourism Marketing	Tourism	Economic Development	To conduct review and implementation of the tourism marketing strategy for the District through participation in 2 Exhibitions, 4 Placements of media adverts, producing marketing materials (2 cycles), supporting 2 festivals, updating stats system, formulating 1 tourism package and conducting 2 seasonal campaigns	Tourism	01 400 78052	R 400,000	Invite Proposals from LTO's reviewed, evaluated and submitted to Mayoral Committee for approval	Service level Agreements signed with LTOs/Beneficiaries	Financial support granted to 5 LM projects implemented	Continuous monitoring and evaluation of the project implementation	
To unlock tourism potential at a local government level	Support to LTOs	Tourism	Economic Development	To financially and institutionally support at least 5 LTO's, in the District upon Mayco approval	Tourism	01 400 78249	R 300,000	Terms of references completed and Bid advertised	SLA signed and review of Tourism Masterplan commerce	Draft Tourism Masterplan presented to Steering Committee	Masterplan completed	
To grow tourism sector's absolute contribution to the District Economy	Review of the Tourism Masterplan	Tourism	Economic Development	Review of the Tourism Masterplan reviewed	Tourism	01 400 78249	R 300,000	Terms of references completed and Bid advertised	SLA signed and development Aviation Infrastructure Plan commenced	Draft Aviation Infrastructure Development Plan presented to Steering Committee	Aviation Infrastructure Plan completed	
To increase domestic and Foreign visitors	Development of Aviation Infrastructure Plan	Tourism	Economic Development	Aviation Infrastructure Plan developed	Tourism	01 400 78249	R 300,000	Terms of references completed and Bid advertised	SLA signed and development Coastal and Marine Strategy commenced	Draft Coastal and Marine Strategy presented to Steering Committee	Coastal and Marine Strategy completed	

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	To promote creative arts and talent development	Complete Creative Industry Strategy	To finalise Creative Industries strategy for the District Municipality	Strategy completed	Economic Development	Creative Industries	01 400 78341	R 250,000	Draft strategy completed	Strategy presented to Steering Committee	Strategy completed	Implement 1 recommended project from the strategy
Increase Agricultural Income	Develop skills through mentorship in the Agricultural Sector by increasing the number of semi-skilled emerging farmers by 10%.	Agricultural mentorship programme	Mentorship implemented for Emerging Farmers. Monitoring and Evaluation conducted in 2 LMs.	2 mentorship sites active .	Economic Development	LED	01 147 78188	R 400,000	2 sites in Koedovale and Sewentfontein are active, operational and monitored.	Mentorship implemented for emerging farmers.	1 Site monitored in Koedovale. 1 site in Sewentfontein evaluated.	Membership site evaluated
DEVELOPMENT PRIORITY 4: COMMUNITY AND SOCIAL SERVICES						Planning and Infrastructure Services	Public Safety	R 1,300,000	All 463 fire hydrants standardised	Not Applicable	Not Applicable	Not Applicable
To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Standardisation of Fire Hydrants in the District	Restoration and standardisation of Fire Hydrants in Ndlambe; BCR and Dr Beyers Naude	Restoration and standardisation of 400 Fire Hydrants in Ndlambe; BCR and Dr Beyers Naude (186) and Ndlambe(17)	Planning and Infrastructure Services	Public Safety	01 113 78201	R 1,300,000				
Provide resources	Paterson Emergency Disaster Centre	Fire Fighting Training	Training of 15 Fire Fighters complete	Fire Fighting Training complete	Planning and Infrastructure Services	Public Safety	01 113 78134	R 600,000	Bid documentation complete for procurement of service provider	Appointment of a service provider	Training of 15 fire Fighters complete	Training of 15 fire Fighters complete
To mitigate disaster risk	Mitigate disaster risk	District Disaster Plan	Paterson Emergency Disaster Centre	Construction of Disaster Emergency Centre in Paterson completed	Planning and Infrastructure Services	Public Safety	01 113 78202	R 7,000,000	Project designs complete	Bid document complete for procurement	Appointment of a contractor	Construction commenced
DEVELOPMENT PRIORITY 5: INSTITUTIONAL DEVELOPMENT						District Disaster Plan Complete	Planning and Infrastructure Services	R 2,000,000	Appointment of a service provider	Consultation of Local Municipalities and Stakeholders commenced	Submission of the draft District Disaster Plan	Final District Disaster Plan Complete
			Fire Functionality Assessment (Recall of Function)	Fire Functionality Assessment Complete	Planning and Infrastructure Services	Public Safety	R 1,000,000	Appointment of a service provider	Assessment for Local Municipalities commenced	Submission of the draft Fire Functionality Assessment	Final Fire Functionality Assessment Complete	

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
To integrate and synergies operations between Department of Social Development and SEDM on HIV and AIDS on Orphan Vulnerable Children Programmes annually	To work closely with DSS and other organisations working with OVCs	Implementation of the HIV/AIDS Plan in the District	100% Implementation of the HIV/AIDS Plan in the District	HIV/AIDS Plan implemented through, HCT and TB Campaigns and Door to Door campaign	Municipal Manager	Community and Social Service	01 034 78243	R 200,000	Empowerment Session (focusing on sexual and reproductive health and rights and the kick TB at schools campaign) and HCT drives, 2.Community Dialogues on GBV in DBN and SRV	Hosting of District Wide Aids Day, 4 Dev Plans (Community Dialogues, Anti- substance abuse and GBV), Support financially and capacitate 2 CBOs	Support Makana LAC and DAC (Support in Establishing the LAC and Development of an Operational Plan)	Conduct Internal (SEDM) HIV Counselling Testing (HCT) Programme

EXECUTIVE MAYOR: _____

Notes : Non financial support could be training and development in Business Management, Skills Development and Market Development 2. LED Capacity Building Programme is training of LED officials in the District. 3. Institutional Support is rendered to ensure continued existence of LTO's as an obligation entrusted to the District through National Tourism Sector Strategy

**PERFORMANCE AGREEMENT OF MUNICIPAL MANAGER TO BE INSERTED IN
THE FINAL BUDGET**

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



**THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**DAYALAN MURUVEN PILLAY
(HEREIN REFERED TO AS THE 'EMPLOYER')**

AND

**BHEKUYISE MAKEDAMA
DIRECTOR: PLANNING AND INFRASTRUCTURE
SERVICES
(HEREIN REFERED TO AS THE 'EMPLOYEE')**

**FOR THE FINANCIAL YEAR:
1 JULY 2016 - 31 OCTOBER 2016**

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, refer to "subject to a separate performance agreement concluded annually", read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) of the Systems Act refer to "performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met" and 57(5) which states that "the performance objectives and targets referred to in subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan.
- 1.5 That in terms of the MFMA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, the Employee will obtain the minimum competency requirements to execute his/her function is achieved by 30 September 2015.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1st July 2016 and will remain in force until 30th October 2016 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the Employee; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

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5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	9.8%
Basic Service Delivery	56.9%
Local Economic Development (LED)	4.9%
Municipal Financial Viability and Management	15.7%
Good Governance and Public Participation	12.7%
Total	100%

5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Financial Management		
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	✓	25
Client Orientation and Customer Focus	✓	15
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation and Negotiation		
Skills in Governance		
Competence as required by other national line sector departments		
Display and guidance of Programme and Project and Fund Management	✓	35
Application of Strategic Capability and Leadership	✓	25
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

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6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September	Before end October 2016
Second quarter	:	October – December	Before end January 2017
Third quarter	:	January – March	Before end April 2017
Fourth quarter	:	April – June	Before end January 2018

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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- 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 a substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

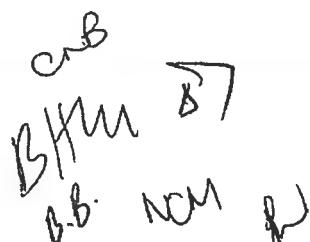
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

- 11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

That the evaluation period be no less than 6 months
 That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

- 11.3 In the case of unacceptable performance, the Employer shall –
 - 11.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.


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12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, 2006, which states that "for purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel must be constituted", within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Trot Eliza DSA on this the 27th day of July 2016

AS WITNESSES:

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2.

EMPLOYEE

AS WITNESSES:

1.
2.

MUNICIPAL MANAGER

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously Gqeberha District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Bhekuyise Makedama

2016/2017

Director: Infrastructure and Planning
Planning and Infrastructure Services

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets	
						September 2016/2017	December 2016/2017
KPA 1. BASIC SERVICE DELIVERY							
To provide costed infrastructure plans	Appointment of experienced professional team	District-Wide Infrastructure Plan Developed (INF00153)	Five year Infrastructure Plan Developed for SBDM	Report	3.5% Draft Infrastructure Plan completed	Project 100% Completed	NA
To promote and co-ordinate Integrated spatial planning in the District.	Co-ordinate the Implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Reviewed Makana Zoning Scheme (INF00154)	Draft Regulations and Status Quo Maps Completed	Report	1.8% Draft Makana Zoning scheme	Adopted Makana Zoning scheme	NA
To promote Integration between spatial planning and transportation planning to achieve sustainable human settlements	Implementation of transportation projects	Construction of Inter-City Bus Terminal in Graaff Reiniet complete (INF00155)	Construction of a Bus Terminus and Taxi Rank completed	Report	2.6% Practical Completion of the works	Project 100% Completed	NA
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 kms per annum over 5 years	Implementation of roads projects as mandated by LMs	Rural Roads Asset Management System set up for SBDM (INF00156)	Rural Roads Asset Management System Installed for SBDM and its LMs	Report	1.8% 50% Roads Information on GIS data base	75% of roads Information on GIS data base	90% of Roads information on GIS data base
To provide support on cleanliness of the towns and townships and to mitigate health risks posed by	Implementation of Air Quality Management Plan	Upgrading of Rielbron Roads & Stormwater (INF00157)	Construction of 500m of Rielbron roads& stormwater	Report	2.6% Appointment of a Contractor	50% completed	100% Completed
		75% Construction of main road in Nomathamsanqa complete (INF00158)	Upgrading of main road 75% complete	Report	1.8% Construction 75% completed	Construction 100% completed	NA
		Implementation of Air Quality Management Plan	Air Quality Management Plan Complete	Report	1.8% Project 100% Completed	NA	NA
		Implementation of the waste management plan	Review of Integrated Waste Management Plan in Makana, Koukamma; Ndiambe; Blue Crane; Blue	Report	1.8% Project 100% Completed	NA	NA

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

Objective	Strategy	Key Performance Indicator (Project) [Crane; Kouga and SRV (INFO0160)]	Annual Target Kouga and SRV Complete	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
each landfill site in all the 9 LMs by 2017	Provide fire fighting capacity	Restoration and standardisation of Fire Hydrants in Ndlambe; Kouga and Makana (INFO0169)	Restoration and standardisation of Fire Hydrants in Kouga, Makana and Ndlambe	Report	3.5% Appointment of Service Provider	50 Fire Hydrants (standardised)	50 Fire hydrants standardized	150 Fire hydrants standardized	
To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Agreements entered into for LM's for the provision of Fire Services	Agreements of all LM's in place	Agreements	2.6% All Agreements signed	NA	NA	NA	
	Provide resources	Integrated Emergency Response Centre completed in Ndlambe complete (INFO0170)	Construction of Ndlambe Integrated Emergency centre complete	Report	1.8% Construction completed	Construction 75% completed	Construction 100% completed	NA	NA
		Paterson Emergency Disaster Centre (INFO0171)	Construction of Disaster Centre in Paterson	Report	6.1% Tender document and drawings ready for tender	Contractor appointed	25% progress in construction	50% construction in progress	
Mitigate disaster risk	Disaster Risk Assessment	Establishment of a trained team of artisans (INFO0173)	Training of 15 young people as artisans	Report	.9% 100% training completed	NA	NA	NA	
		Undertake a hazard analysis of the SBDM area. (INFO0174)	Risk Assessment of the 9 municipalities	Report	2.6% Assessment Undertaken at 5 Municipalities	Assessment Undertaken at 7 Municipalities	Assessment Undertaken at 9 Municipalities	NA	
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Training	To ensure training and development takes place in accordance of the requirements of the department	100% of the departments T&D needs identified through reviews sent to SDO	Record of training in accordance with the needs of the department through reviews	1.8% Training needs identified at the previous performance review and trg	Training needs identified at the previous performance review and trg	Training needs identified at the previous performance review and trg	Training needs identified at the previous performance review and trg	Training needs identified at the previous performance review and trg
		Ensure that capacity support to LM's is given priority	Review and Implementation of the CDM Capacity building strategy - Infrastructure Services	Evidence of reviewed strategy and support to LM's	7% Reviewed Capacity Building Strategy for Infrastructure Services Developed	Implementation of Capacity Building Strategy			

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

2016/2017							Targets		
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
Compliance to National Treasury Competency Requirements	To ensure 100% compliance to National Treasury Competency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved		15% of unit standards achieved	30% of unit standards achieved	45% of unit standards achieved	50% of unit standards achieved	50% of unit standards achieved
To ensure implementation of decisions	Implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report		2.6% NA	NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented
Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE and monitoring of Act and SBDM's EE plan	SBDM EE Plan	1.8% Full compliance Ito EE Plan targets for 2015/16 and EE Act	Full compliance Ito EE Plan targets for 2015/16 and EE Act	Full compliance Ito EE Plan targets for 2015/16 and EE Act	Full compliance Ito EE Plan targets for 2015/16 and EE Act	Plan targets for 2015/16 and EE Act	Plan targets for 2015/16 and EE Act	Full compliance Ito EE Plan targets for 2015/16 and EE Act
To establish an SBDM institution to offices to Kirkwood	Relocation SBDM	Securing of a office block In Kirkwood for CDM relocation	Report		6.1% Progress report on securing of building and submitted to Council	Progress report on securing of building and submitted to Council	Building for CDM	Progress report on securing of building and submitted to Council	Building for CDM and secured in Kirkwood
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)	Lobby for funding	Securing of a building and the development of plans for the construction for the relocation to Kirkwood							
General	4 Successful submissions to sector departments / possible funders for Planning and Infrastructure projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions		5.3% 1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Exercise financial control over SBDM operating budget	Within 10% of budget	Annual financial statements		.9% Within 10% of budget	Within 10% of budget	Within 10% of budget	Within 10% of budget	Within 10% of budget
General	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements		7% NA	Projected expenditure within 10%	NA	Projected expenditure within 10%	Projected expenditure within 10%
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Support LMs on the development of IDPs	An approved IDP	Council minutes		7% Analysis phase commenced	Consultation completed	Draft IDP submitted to Council	Draft IDP Adopted	100% IDPs
To ensure that the IDPs of the LMs are in place and		31st May annually							

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
General are annually reviewed	To ensure that the PMS is implemented and maintained in accordance with legislation	100% of indicators achieved	Performance review reports for 4Q's	2.6%	100% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews	100% 2Q reviews done and performance challenges addressed	100% 3Q reviews done and performance challenges addressed	100% 4Q reviews done and performance challenges addressed	100% 4Q reviews done and performance challenges addressed
	To ensure that the Department complies with legislation applicable to it	Completion of the OHASA quarterly safety checklist and Safety Standards	4 x checklists and 4 quarterly meetings	1.8%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held	Targets in Performance Plans
Risk Management	Ensure that sufficient and effective controls are in place to manage risks in the institution	100% controls in place to manage risks	Internal Audit reports	1.8%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful expenditure.	Internal and External Audit Reports	3.5%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No Exceptions raised in Internal and External Audit Reports	Internal Audit Reports and AG Reports	1.8%	NA	Response provided Ito Draft Management letter report and inclusion of same in annual report	Receipt of a Clean Audit NA	Receipt of a Clean Audit NA	100% compliance to policy
Exercise financial control over SBDM	Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report from AG	Clean Audit Report	4.4%	NA	Response provided Ito Draft Management letter report and inclusion of same in annual report	Receipt of a Clean Audit NA	Receipt of a Clean Audit NA	100% compliance to policy
To ensure effective Council Meetings administration	100% Implementation of Council Resolutions	Report on Implementation of Council Resolutions pertaining to the Department	Report on Implementation of Council Resolutions	1.8%	100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented
To ensure effective and efficient service delivery	100% Implementation of the Back 2 Basics Plan of T&P	Implementation of the Back 2 Basics Plan issues for T&P	Report	4.4%	100% Implementation of Back 2 Basics Plan for T&P	100% Implementation of Back 2 Basics Plan for T&P	100% Implementation of Back 2 Basics Plan for T&P	100% Implementation of Back 2 Basics Plan for T&P	100% Implementation of Back 2 Basics Plan for T&P
	Assist local municipalities in	Council resolutions of	Council resolutions of	2.6%					

2016/09/30

PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)						
2016/2017				Targets		
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	
To mitigate disaster events in all LMs by 2017	Provide capacity to developing their disaster management plans	Disaster Management Plans developed	Various local Municipalities wrt their Disaster Plans	First draft tabled to the forums of 4 Municipalities	September 2016/2017 First draft tabled to the forums of 4 Municipalities	March 2016/2017 First Draft of the other 4 structures of various Municipalities

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PERFORMANCE PLAN : Bhekuyise Makedama (Director: Infrastructure and Planning)

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CORE COMPETENCY REQUIREMENTS (CCR's) : Bhekuyise Makedama (Director: Infrastructure and Planning)

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
2016/2017							
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Programme and Project Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	16.7%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL							
People Management and Empowerment	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	16.7%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	12.5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	12.5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Interpretation of and Implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	8.3%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



**THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**DAYALAN MURUVEN PILLAY
(HEREIN REFERED TO AS THE 'EMPLOYER')**

AND

**PUMELELO KATE
DIRECTOR: ECONOMIC DEVELOPMENT
(HEREIN REFERED TO AS THE 'EMPLOYEE')**

**FOR THE FINANCIAL YEAR:
1 JULY 2016 - 30 SEPTEMBER 2016**

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

- 1.2 That in terms of the MFMA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, the Employee will obtain the minimum competency requirements to execute his/her function is achieved by 30 September 2015.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1st July 2015 and will remain in force until 30th June 2016 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

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- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the Employee; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

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- A large, stylized signature that appears to begin with "Am".
- The initials "CPB" written below the first signature.
- The initials "J.M." written below "CPB".
- The initials "B.B." written below "J.M.". A small checkmark is placed to the left of "B.B.".
- The initials "f.m." written below "B.B.".

5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	3.64%
Basic Service Delivery	0
Local Economic Development (LED)	52.74%
Municipal Financial Viability and Management	18.18
Good Governance and Public Participation	25.46%
Total	100%

5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.

5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	25
Programme and Project Management	✓	25
Financial Management	✓	15
Change Management		

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	✓	5
Client Orientation and Customer Focus	✓	10
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	✓	5
Knowledge of Performance Management and Reporting	✓	5
Knowledge of global and South African specific political, social and economic contexts	✓	5
Competence in policy conceptualisation, analysis and implementation	✓	5
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

- 6.1.1 the standards and procedures for evaluating the Employee's performance; and
- 6.1.2 the intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

6.5 The annual performance appraisal will involve:

- 6.5.1 Assessment of the achievement of results as outlined in the performance plan:

The bottom right corner of the page contains several handwritten signatures and initials in black ink. The signatures appear to be in cursive and include the letters 'D.J.', 'C.J.', 'O.W.', 'P.M.', 'B.B.', and 'J.M.'. There is also some smaller, less legible handwriting interspersed between these larger signatures.

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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B.F.M.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September	Before end October 2015
Second quarter	:	October – December	Before end January 2016
Third quarter	:	January – March	Before end April 2016
Fourth quarter	:	April – June	Before end January 2017

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timely where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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- 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 a substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

- 11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the Employer shall –

- 11.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

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12. DISPUTE RESOLUTION

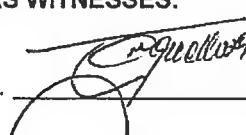
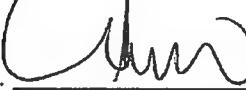
- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;
- whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Port Elizabeth on this the 27th day of July 2016

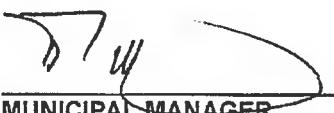
AS WITNESSES:

1. 
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EMPLOYEE

AS WITNESSES:

1. 
2. 


MUNICIPAL MANAGER

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously Cacadu District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Pumelelo Kate

2016/2017

Director: Economic Development
Economic Development

D. G. B. J. M.
2016/09/30
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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

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Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General Training	Training takes place in accordance with the needs identified through the performance reviews	100% T&D addressed according to the needs identified in performance reviews	Record of training in accordance with the department through performance reviews	2.3% 100% T&D in accordance to need of the department through performance reviews	2.3% 100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews
Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Competency Requirements	100% compliance of unit standards achieved	Reports on unit standards achieved	2.3% Remaining unit standards achieved	2.3% Remaining unit standards achieved	All unit standards fully completed	All unit standards fully completed	NA	NA
To ensure implementation of decisions	100% implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	6.9% NA	NA	NA	NA	50% Strategic decisions implemented	100% Strategic decisions Implemented
Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	SBDM EE Plan	SBDM EE Plan	2.3% Full compliance to EE and EE Act	2.3% Full compliance to EE and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act	Full compliance to EE Plan targets for 2015/16 and EE Act
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)									
Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Promote social economy investments	8 SMME and Cooperatives and Business supported. 4 Cooperatives supported. SBDM facilitating an Agri-expo expo (DEV00162)	4 SMME from LMs Report supported. 4 Cooperatives supported. SBDM facilitating an Agri-expo	4.6% Invite proposals from LMs for Coop/SMME support. Select and submit to MAYCO for approval.	SLA's signed with LMs. Confirm commitment s from Agri Industry on the Agri Expo	Implementation, monitoring and evaluation of the SMME/Coops projects .Development of a business case for the Agri expo	Implementation, monitoring and evaluation of the SMME/Coops projects .Development of a business case for the Agri expo	Implementation, monitoring and evaluation of the SMME/Coops projects .Development of a business case for the Agri expo	Implementation, monitoring and evaluation of the SMME/Coops projects .Development of a business case for the Agri expo
Building local and regional networks government and collaboration government through the creation of partnerships with	Trade and Investment Web-based system developed and continually updated	Functional Website	Website in place	2.3% Develop content	Trade and Investment portal finalised	Launch Website	Launch Website	Functional Website in place	Functional Website in place
		DST plans are implemented.	Report	3.4% 1 DST meeting held. LED Capacity Building Programme Implemented.	1 DST meeting held. LED Capacity Building Programme Implemented.	1 DST meeting held and Progress report submitted to Mayco.	1 DST meeting held and Progress report submitted to Mayco.	1 DST meeting held and Progress report submitted to Mayco.	1 DST meeting held and Progress report submitted to Mayco.




 2016/09/30

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
(a) government, (b) the private sector and (c) education / research.	Regenerating at least four core towns as service and economic hubs	"To conduct tourism and niche services and manufacturing strategy (DEV00164)	Tourism marketing Implementation of strategy reviewed and implemented	Report	4.6%	Review and formulate Implementation plan of the Tourism Marketing strategy. Tourism statistics system updated. Tourism packaging.	Implement Tourism marketing Strategy through Participation at the Getaway show; The implementation of Monthly Getaway for Locals; Placements of Advertisements in at least 2 media channels and conduct summer campaign. Invite a proposal from National Arts Festival and Wild fees. Tourism packaging	Additional Placements in at least 2 media channels; Complete concept for Winter Winters Campaign roll out; Placements of adverts in at least 2 media channels.SLA's signed with the festivals. Developmental programmes in the festivals	Participate at Tourism Indaba. Winter Campaign roll out; Placements of adverts in at least 2 media channels.SLA's signed with the festivals. Developmental programmes in the festivals
	Promote rural tourism and niche services and manufacturing hubs	To support at least 5 LTO's supported Report 5 LTO's in the District (DEV00165)			5.7%	Invite Proposals from LTO's reviewed, evaluated and submitted to Mayoral Committee for approval	Service level Agreements signed with LTOs/Beneficiaries and monitored	5 LTO projects Implemented and monitored	All LTO funded projects are 100% implemented.
	Tourism Sector Development: 3 Tourism Infrastructure Development projects supported (DEV00166)	3 Tourism Infrastructure Development projects supported	Report		3.4%	Request for proposals from LM's as identified in the Tourism Sector Plans . Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	Service Level Agreements signed with LM's	3 LM projects Implemented and monitored	All funded Tourism Infrastructure Development Projects are 100% implemented.
	Create further education opportunities base by increasing the number of semi- skilled and skilled by 10%.	To formulate Creative Industries strategy for the District Municipality. To support at least 5 Creative Industries' projects in LM's. (DEV00167)	13 creative Industries projects supported in the District	Report	5.7%	Request for proposals from LM's as identified in the Tourism Sector Plans . Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	Service Level Agreements signed with LM's	3 LM projects Implemented and monitored	All funded Creative Industries' Projects are 100% implemented.
Increase Agricultural Income	Develop skills through mentorship	Mentorship Implemented for Emerging Farmers Agricultural Sector and evaluated in 5 LMS (DEV00168)	3 new mentorship sites active and 5 existing mentorship sites mentored and monitored	Report	2.3%	'2 sites are active, operational and monitored . 1 DAMC meeting held	Mentorship implemented for emerging farmers. Progress reports submitted to Mayco. DAMC meeting held	1 Site evaluated. 1 site monitored. 1 DAMC meeting held	Mentorship site evaluated and reports submitted to Mayco. DAMC progress report submitted to Mayco

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

<http://cacadu/idpproject2012/PlanPrintPage.aspx?PlanId=1624>

PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

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PERFORMANCE PLAN : Pumelelo Kate (Director: Economic Development)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets		
						September 2016/2017	December 2016/2017	March 2016/2017
Exercise financial control over SBDM Reports	Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report from AG	4.6% NA	Response provided into Management letter	Receipt of a Clean Audit report and inclusion of same in annual report	NA		
To ensure effective Council Meetings administration	100% Implementation of Council Resolutions pertaining to the Department	Report on implementation of Council Resolutions pertaining to the Department	2.3% 100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented	
To ensure effective and efficient service delivery	100% Implementation of the Back 2 Basics Plan of ED	Report	4.6% 100% Implementation of the Back 2 Basics Plan for ED	100% Implementation of Back 2 Basics Plan for ED	100% Implementation of Back 2 Basics Plan for ED	100% Implementation of Back 2 Basics Plan for ED	100% Implementation of Back 2 Basics Plan for ED	
To ensure that the PMS is implemented and maintained in accordance with Legislation	100% reviews done and performance challenges addressed into targets in Performance Plans	100% of indicators achieved	2.3% 100% of performance review reports for 4Qs	100% 2Q reviews done and performance challenges addressed into targets in Performance Plans	100% 3Q reviews done and performance challenges addressed into targets in Performance Plans	100% 4Q reviews done and performance challenges addressed into targets in Performance Plans	100% 4Q reviews done and performance challenges addressed into targets in Performance Plans	

Pumelelo Kate
2016/09/30

CORE COMPETENCY REQUIREMENTS (CCR's) : Pumelelo Kate (Director: Economic Development)

2016/2017						Targets	
Core Competency Requirement	Annual Target	Proof	Weighting	September 2016/2017	December 2016/2017	March 2016/2017	June 2016/2017
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report.	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Programme and Project Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
CCR 2. OCCUPATIONAL							
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Competence in policy conceptualisation, analysis and implementation	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	10%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly



 Dr. B.B. &
 Mr. J.M.
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**PERFORMANCE AGREEMENT OF DIRECTOR FINANCE AND CORPORATE
SERVICES TO BE INSERTED IN THE FINAL BUDGET**

ANNEXURE L

Eastern Cape: Sarah Baartman District Municipality(DC10) - Schedule of Service Delivery Standards Table 2017/18	
Standard	Service Level
Solid Waste Removal	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Premise based removal (Residential Frequency)	
Premise based removal (Business Frequency)	
Bulk Removal (Frequency)	
Removal Bags provided(Yes/No)	
Garden refuse removal Included (Yes/No)	
Street Cleaning Frequency in CBD	
Street Cleaning Frequency in areas excluding CBD	
How soon are public areas cleaned after events (24hours/48hours/longer)	
Clearing of illegal dumping (24hours/48hours/longer)	
Recycling or environmentally friendly practices(Yes/No)	
Licenced landfill site(Yes/No)	
Water Service	
Water Quality rating (Blue/Green/Brown/N0 drop)	Water quality testing is performed by the District Municipality for the Local Municipalities within the District. The Local Municipalities have different water quality ratings.
Is free water available to all? (All/only to the indigent consumers)	Water is only free to Indigents
Frequency of meter reading? (per month, per year)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Are estimated consumption calculated on actual consumption over (two month's/three month's/longer period)	
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	
Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)	
One service connection affected (number of hours)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Up to 5 service connection affected (number of hours)	
Up to 20 service connection affected (number of hours)	
Feeder pipe larger than 800mm (number of hours)	
What is the average minimum water flow in your municipality?	
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
How long does it take to replace faulty water meters? (days)	
Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)	
Electricity Service	
What is your electricity availability percentage on average per month?	
Do your municipality have a ripple control in place that is operational? (Yes/No)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
How much do you estimate is the cost saving in utilizing the ripple control system?	
What is the frequency of meters being read? (per month, per year)	
Are estimated consumption calculated at consumption over (two month's/three month's/longer period)	
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)	
Are accounts normally calculated on actual readings? (Yes/no)	
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	
How long does it take to replace faulty meters? (days)	
Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)	
How effective is the action plan in curbing line losses? (Good/Bad)	
How soon does the municipality provide a quotation to a customer upon a written request? (days)	
How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days)	
How long does the municipality takes to provide electricity service for low voltage users where network extension is not required? (working days)	
How long does the municipality takes to provide electricity service for high voltage users where network extension is not required? (working days)	

Sewerage Service	
Are your purification system effective enough to put water back in to the system after purification?	
To what extend do you subsidize your indigent consumers?	
How long does it take to restore sewerage breakages on average	
Severe overflow? (hours)	
Sewer blocked pipes: Large pipes? (Hours)	
Sewer blocked pipes: Small pipes? (Hours)	
Spillage clean-up? (hours)	
Replacement of manhole covers? (Hours)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Road Infrastructure Services	
Time taken to repair a single pothole on a major road? (Hours)	
Time taken to repair a single pothole on a minor road? (Hours)	
Time taken to repair a road following an open trench service crossing? (Hours)	
Time taken to repair walkways? (Hours)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Property valuations	
How long does it take on average from completion to the first account being issued? (one month/three months or longer)	n/a - The District Municipality does not collect rates as the rates collection is performed by the Local Municipalities within the District. Therefore the annual property valuations performed by the District is for GRAP compliance in the AFS.
Do you have any special rating properties? (Yes/No)	
Financial Management	
Is there any change in the situation of unauthorised and wasteful expenditure over time? (Decrease/Increase)	An amount of R296 812 is disclosed in 2015/16 AFS
Are the financial statement outsources? (Yes/No)	No
Are there Council adopted business process instructing the flow and management of documentation feeding to Trial Balance?	Yes, financial policies are approved by Council on an annual basis
How long does it take for an Tax/Invoice to be paid from the date it has been received?	The municipality ensures that all payments are made within 30 days.
Is there advance planning from SCM unit linking all departmental plans quarterly and annually including for the next two to three years procurement plans?	The Procurement plan is developed on an annual basis - multi-year projects are factored therein
Administration	
Reaction time on enquiries and requests?	Immediately
Time to respond to a verbal customer enquiry or request? (working days)	
Time to respond to a written customer enquiry or request? (working days)	
Time to resolve a customer enquiry or request? (working days)	
What percentage of calls are not answered? (5%, 10% or more)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
How long does it take to respond to voice mails? (hours)	
Does the municipality have control over locked enquiries? (Yes/No)	
Is there a reduction in the number of complaints or not? (Yes/No)	
How long does it take to open an account to a new customer? (1 day/ 2 days/ a week or longer)	
How many times does SCM Unit, CFO's Unit and Technical unit sit to review and resolve SCM process delays other than normal monthly management meetings?	Weekly Management meetings are held to resolve matters including SCM matters
Community safety and licensing services	
How long does it take to register a vehicle? (minutes)	
How long does it take to renew a vehicle license? (minutes)	
How long does it take to issue a duplicate registration certificate vehicle? (minutes)	
How long does it take to de-register a vehicle? (minutes)	
How long does it take to renew a drivers license? (minutes)	
What is the average reaction time of the fire service to an incident? (minutes)	
What is the average reaction time of the ambulance service to an incident in the urban area? (minutes)	
What is the average reaction time of the ambulance service to an incident in the rural area? (minutes)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District

Economic development	
How many economic development projects does the municipality drive?	The municipality plan to support SMMEs within the District as well as lead new Economic Development Initiatives within the District.
How many economic development programme are deemed to be catalytic in creating an enabling environment to unlock key economic growth projects?	The municipality has established a municipal entity to manage all catalytic projects that would impact on the District as a whole
What percentage of the projects have created sustainable job security?	0%
Does the municipality have any incentive plans in place to create an conducive environment for economic development? (Yes/No)	Yes
Other Service delivery and communication	
Is a information package handed to the new customer? (Yes/No)	Not applicable
Does the municipality have training or information sessions to inform the community? (Yes/No)	Yes, IDP and Budget Outreach Programme
Are customers treated in a professional and humanly manner? (Yes/No)	Yes

**Sarah Baartman District Municipality 2017/18 Annual Budget and
MTREF**

Municipal Manager's quality certificate

I, D M Pillay, Municipal Manager of Sarah Baartman District Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name _____
Municipal Manager of Sarah Baartman District Municipality

Signature _____

Date _____